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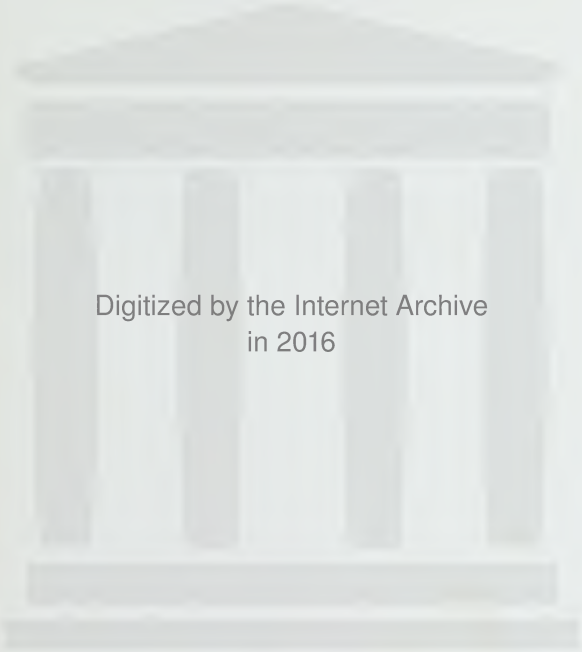

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CORPORATION OF THE FINE ARTS MUSEUMS

BOARD OF TRUSTEES

The meetings of the Board of Trustees were numbered sequentially with the meetings of the Board's Executive Committee. Thus, the Minutes of meeting 62 (held November 10, 1994) and meeting 64 (held January 19, 1995) are found here. However, meeting 63 (held December 1, 1994) was an Executive Committee meeting, and its Minutes will be found elsewhere.

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BOARD OF TRUSTEES MEETING
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

BUSINESS-SCIENCE
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Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA
Thursday, January 13, 1994
Time: 3:30 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:
1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and If a reader is
4. A reader during the meeting.

For arrangements for the above services, please contact Delores Malone (415-750-3669). at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemcial based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

Access to the de Young Museum by BART from the East Bay: Egress at New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to No. 44 line (O'Shaughnessy)

Access to the de Young Museum by BART from Daly City: Egress at Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to No. 44 line (O'Shaughnessy)

There is accessible parking spaces (disabled-designated) available at the following locations:
a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

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At present for Telecommunication Device for the Deaf (TDD), the Museums use the services of California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – Mrs. John N. Rosekrans, Chairman, Jr.

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
Robert J. Bransten
Thad Brown
Caleb Chan
Mrs. Ransom S. Cook
Charles Crocker
Princess Ranieri di San Faustino
Burnham Enersen
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
Miss Katharine Hanrahan
George D. Hart
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Mrs. William B. MacColl, Jr.
Richard B. Madden
George M. Marcus
Mrs. Francis A. Martin, Jr.
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Audrey Rice Oliver
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts

Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall L Wais, Sr.
Harry H. Wetzel
Brayton Wilbur, Jr.
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

CHAIRMAN'S REPORT - Mrs. John N. Rosekrans, Jr.

A. Campaign 2000, Phase One Report (CPLH Seismic Strengthening and Trustee Improvements)

B. Other Informational Items

PRESIDENT - Richard W. Goss II

Approval of Minutes - Executive Committee Meetings of the Board of Trustees Held on November 4 and December 2 (copies mailed).

APPROVED_____

President's Report

A. COFAM Ad Hoc Committee for Governance and By-Laws Revision

B. Other Informational Items

A. Authority to Transfer Stock - Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

APPROVED_____

B. Report on FY 1993-94 COFAM Operating Budget

C. Extending the Repayment Date of the Loan to Finance deYoung Temporary Repairs - Res. #_____

WHEREAS, The M.H. deYoung Memorial Museum temporary repairs have been financed by a $2 million loan from the Bernard Osher Foundation's Sculpture Garden Fund, which is held by the Corporation of the Fine Arts Museums (COFAM); and

WHEREAS, The Osher loan requires repayment with reasonable interest from either City bond fund proceeds or the COFAM Board of Trustees no later than December 31, 1995; and

WHEREAS, A deYoung bond improvement measure will not be ready for the ballot until 1996; and

WHEREAS, The Board of Trustees of The Fine Arts Museums of San Francisco has recommended that the COFAM Board of Trustees authorize its President and Chief Executive Officer to meet with representatives of the Bernard Osher Foundation to seek an extension of the repayment date on the loan from December 31, 1995 to December 31, 1997; now, therefore, be it

RESOLVED, That the COFAM Board of Trustees does hereby authorize its President and Chief Executive Officer to meet with representatives of the Bernard Osher Foundation to seek an extension of the repayment date from December 31, 1995 to December 31, 1997 on the loan to finance temporary repairs to the M.H. deYoung Memorial Museum.

Approved _____

D. Other Informational Items

Audit Committee Report

Acceptance of Auditor's Financial Statements for the Year Ended June 30, 1993 - Res. #_____

WHEREAS, Coopers & Lybrand submitted to the Corporation of The Fine Arts Museums (COFAM) Audit Committee draft Combined Financial Statements for the year ended June 30, 1993, including COFAM, The Fine Arts Museums Foundation, and The Fine Arts Museums of San Francisco as a department of the City and County of San Francisco; and

WHEREAS, On December 1, 1993, the COFAM Audit Committee reviewed these financial statements and recommended that the COFAM Board of Trustees accept them; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, upon the recommendation of the COFAM Audit Committee, does hereby accept the Coopers & Lybrand Combined Financial Statements of The Fine Arts Museums of San Francisco for the year ended June 30, 1993.

APPROVED_____

Annual Support Report - Wm. Laney Thornton, Vice President/Annual Support

Audience Development Report - Mrs. J. Alec Merriam, Vice President/ Audience Development
- Teotihuacan Visitor Survey and Final Report

Museum Society Report - David Jamison, Chairman

The Fine Arts Museums Foundation Report - Charles Crocker, President

Meeting Schedule

A. Executive Committee Meetings - 1994

Date	Time	Location
February 10	Noon	233 Post Street, 6th Floor
March 10	Noon	233 Post Street, 6th Floor
May 12	Noon	233 Post Street, 6th Floor
September 15	Noon	233 Post Street, 6th Floor
November 10	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1994

Date	Time	Location
April 7	3:00 p.m.	Gallery 23, de Young Museum
June 16	3:00 p.m.	Gallery 23, de Young Museum
October 13	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT - Mrs. John N. Rosekrans, Jr.

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MINUTES
FIFTY-SIXTH MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

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Thursday, January 13, 1994
Gallery 23, M.H. de Young Memorial Museum
Golden Gate Park, San Francisco, California

CALL TO ORDER

A quorum being present, the meeting was called to order at 4:19pm by Mrs. John N. Rosekrans, Chairman, Jr.

ROLL CALL

TRUSTEES PRESENT
Ruth Asawa
Mrs. George E. Black
Mrs. Ransom S. Cook
Princess Ranieri di San Faustino
Burnham Enersen
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Miss Katharine Hanrahan
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. William B. MacColl, Jr.
Richard B. Madden
Mrs. Francis A. Martin, Jr.
Mrs. James K. McWilliams
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Audrey Rice Oliver
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Mrs. John N. Rosekrans, Jr., Chairman
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Marshall I. Wais, Sr.

Brayton Wilbur, Jr.
Alfred S. Wilsey
Frank Montgomery Woods

TRUSTEES ABSENT
Robert J. Bransten
Thad Brown
Caleb Chan
Charles Crocker
Douglas W. Grigg
George D. Hart
Mrs. Gorham B. Knowles
George M. Marcus
Alexander R. Mehran
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Sidney R. Unobskey
Harry H. Wetzel
Mrs. Alfred S. Wilsey

NON-VOTING OFFICERS PRESENT

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer

President Goss conducted the meeting, and Steve Dykes acted as secretary in Mrs. Malone's absence.

CHAIRMAN'S REPORT – Mrs. John N. Rosekrans, Jr.

Campaign 2000, Phase One Report (CPLH Seismic Strengthening and Trustee Improvements)

Chairman Rosekrans announced that the $18.5 million original Legion fund-raising goal has been reached. She thanked everyone for their efforts, noting that there was 100% participation from board members. In raising such a large sum in a relatively short time, the museum has gained considerable recognition in San Francisco. She added that advance payments on pledges are always welcome in order to reduce borrowing costs, which are expected to begin this summer.

The original goal will be revised in view of the decision to create storage space beneath the new restaurant, as well as the consideration being given to a wrought iron fence for the courtyard, and removing part of the earth berm to afford a view from the restaurant.

PRESIDENT - Richard W. Goss II

Approval of Minutes - The minutes of the Executive Committee meetings of the Board of Trustees of November 4 and December 2, 1993, having been mailed to all Trustees, were approved unanimously.

President's Report

On behalf of the board, President Goss congratulated John and Dodie Rosekrans for their extraordinary leadership and drive to successfully complete the original Legion fund-raising target. The board members expressed their appreciation with a round of applause.

COFAM Ad Hoc Committee for Governance and By-Laws Revision

Trustees MacColl and Mills have been appointed to the committee with President Goss serving ex officio.

Chief Executive Officer's Report - Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 133**:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

B. Authorization to Open Stock Brokerage Account

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 134**:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Treasurer and Controller of the Corporation to open an account in the name of the Corporation at the stock brokerage firm of Bear, Stearns & Co., Inc. for the sole purpose of receiving

and selling gifted shares of stock to this Corporation; and be it

FURTHER RESOLVED, That this account remains in full force until rescinded or modified by this Board.

C. FY 1993–94 COFAM Operating Budget

Mr. Dykes highlighted the November 30, 1993 budget report, which was mailed to the trustees with the meeting agenda. Five months into the fiscal year, the cumulative bottom line was +$373,360 and the COFAM Reserve stood at $2,619,650.

Support was close to budget, and revenues were about $155,000 higher than expected, thanks to the positive effect of the Teotihuacan exhibition on museum store sales, general admissions and exhibition earned income.

Personnel expenses were running slightly behind budget. Other expenses were substantially below budget due to both changes in expense timing and the emergence of some genuine savings. The mid–year budget review will take these factors into account in a the rolling forecast to continue the museum on a balanced budget track.

D. Extending the Repayment Date of the Loan to Finance deYoung Temporary Repairs

The resolution below was recommended by the Fine Arts Museums Board of Trustees. It addresses the Osher Foundation $2 million loan for deYoung Temporary Repairs. The loan repayment date is December 31, 1995. However, since a deYoung bond measure will not be on the ballot until 1996 to include funds to repay the loan, it is necessary to ask the Osher Foundation to extend the repayment date to December 31, 1997 when proceeds from a future bond sale should be available.

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 135:**

WHEREAS, The M.H. deYoung Memorial Museum temporary repairs have been financed by a $2 million loan from the Bernard Osher Foundation's Sculpture Garden Fund, which is held by the Corporation of the Fine Arts Museums (COFAM); and

WHEREAS, The Osher loan requires repayment with reasonable interest from either City bond fund proceeds or the COFAM Board of Trustees no later than December 31, 1995; and

WHEREAS, A deYoung bond improvement measure will not be ready for the ballot until 1996; and

WHEREAS, The Board of Trustees of The Fine Arts Museums of San Francisco has recommended that the COFAM Board of Trustees authorize its President and Chief Executive Officer to meet with representatives of the Bernard Osher Foundation to seek an extension of the repayment date on the loan from December 31,

1995 to December 31, 1997; now, therefore, be it

RESOLVED, That the COFAM Board of Trustees does hereby authorize its President and Chief Executive Officer to meet with representatives of the Bernard Osher Foundation to seek an extension of the repayment date from December 31, 1995 to December 31, 1997 on the loan to finance temporary repairs to the M.H. deYoung Memorial Museum.

Audit Committee Report

Acceptance of Auditor's Financial Statements for the Year Ended June 30, 1993

Coopers and Lybrand, the museum's auditors, were represented by Bill Ritchie and Katie Koch. They summarized the audit, noting that it was a clean and unconditional report. For the year ended on June 30, 1993, the combined operating fund had a surplus of $51,376.

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 136**:

WHEREAS, Coopers & Lybrand submitted to the Corporation of The Fine Arts Museums (COFAM) Audit Committee draft Combined Financial Statements for the year ended June 30, 1993, including COFAM, The Fine Arts Museums Foundation, and The Fine Arts Museums of San Francisco as a department of the City and County of San Francisco; and

WHEREAS, On December 1, 1993, the COFAM Audit Committee reviewed these financial statements and recommended that the COFAM Board of Trustees accept them; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, upon the recommendation of the COFAM Audit Committee, does hereby accept the Coopers & Lybrand Combined Financial Statements of The Fine Arts Museums of San Francisco for the year ended June 30, 1993.

Annual Support Report – Wm. Laney Thornton, Vice President/Annual Support

At the end of December 1993, annual fund drive proceeds were very close to budget. The Friends Committee is scheduled to meet on January 18; and the next Associates Committee meeting is February 10, 1994.

Many cultivation events have been planned during the Dead Sea Scrolls exhibition. The trustees are encouraged to attend these events to help increase the number of upper level donors.

J. Carter Brown, former Director of the National Gallery of Art, will be the guest speaker for the annual Friends and Associates lunch on May 31.

Audience Development Report – Mrs. J. Alec Merriam, Vice President/ Audience Development

The Teotihuacan exhibition was both a curatorial success and an excellent opportunity to further the museum's audience development efforts. Written reports by the exhibition's curator, Kathy Berrin, and the museum's Director of Audience Development, Pam McDonald, were available at the board meeting.

Museum Society Report – David Jamison, Chairman

The Teotihuacan exhibition helped keep the 37,000 current member level fairly constant during the first half of the fiscal year. The next major member campaign will coincide with the Dead Sea Scrolls exhibition.

The Fine Arts Museums Foundation Report

In the absence of Foundation President Charles Crocker, Mr. Goss reported that at the close of business on January 12, 1994, the endowment fund was valued at $40,003,256. The asset mix was 61% equities, 32% bonds and 7% cash and cash equivalents.

Meeting Schedule

A. Executive Committee Meetings – 1994

Date	Time	Location
February 10	Noon	233 Post Street, 6th Floor (cancelled)
March 10	Noon	233 Post Street, 6th Floor
May 12	Noon	233 Post Street, 6th Floor
September 15	Noon	233 Post Street, 6th Floor
November 10	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings – 1994

Date	Time	Location
April 7	3:00 p.m.	Gallery 23, de Young Museum
June 16	3:00 p.m.	Gallery 23, de Young Museum
October 13	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT – There being no further business, Chairman Mrs. John N. Rosekrans, Jr. adjourned the meeting at 4:44pm.

Submitted by,

Steve Dykes
COFAM Treasurer
Substituting for
Delores C. Malone
COFAM Secretary

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BOARD OF TRUSTEES MEETING
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

ANNUAL MEETING

Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA
Thursday, April 7, 1994
Time: 3:30 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

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a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – Mrs. John N. Rosekrans, Chairman, Jr.

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. Philip E. Bowles III
Mrs. George E. Black
Robert J. Bransten
Thad Brown
Caleb Chan
Mrs. Ransom S. Cook
Charles Crocker
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
George D. Hart
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts

Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Brayton Wilbur, Jr.
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

CHAIRMAN'S REPORT - Mrs. John N. Rosekrans, Jr.

A. Campaign 2000, Phase One Report (CPLH Seismic Strengthening and Trustee Improvements)

B. Other Informational Items

PRESIDENT - Richard W. Goss II

Approval of Minutes - Executive Committee Meeting of the Board of Trustees held on March 10, 1994 (copies mailed).

APPROVED_____

President's Report

A. Ad Hoc Committee for Governance and By-Laws Revision
Presentation of COFAM's By-Laws Revisions - Robert A. Mills

APPROVED_____

B. May 12, 1994 Executive Committee Meeting Cancelled

C. Other Informational Items

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock – Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

APPROVED_____

B. Authorizing COFAM CEO to Enter Into An M.O.U. With Local 790, United Public Employees – Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize its Chief Executive Officer to enter into a memorandum of understanding with Local 790, United Public Employees, S.E.I.U., AFL–CIO.

APPROVED_____

C. Report on FY 1993–94 and 1994–95 COFAM Operating Budget

D. Other Informational Items

Affiliated Member Organization Reports

A. Artist Book Council – Mrs. Robert Marcus, (Emily), Chair

B. Council of the San Francisco Ceramic Circle – Malcolm Gutter, President

C. Graphic Arts Council – Andrew C. McLaughlin III, Chair

D. Junior Arts Council – Henry Bandet, Chair

E. Textile Arts Council – Mrs. Richard Geist (Julia), Chair

F. Volunteer Council – J. Murray Fox, Chair

Museum Society and Affliated Groups' Reports

A. Museum Society, David Jamison, Chair

B. Auxiliary – Mrs. James E. Palmer (Jean), Chair

C. Docent Council – Mrs. Douglas Scott (Midori), Chair

The Fine Arts Museums Foundation's Report – Charles Crocker, President

Nominating Committee's Report – Trustee Mrs. William B. MacColl, Jr., Chair

The Committee recommendations are as follows:

A. Fixing Number of Trustees Positions #___

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By–Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty and not more than fifty–five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty–one until such number is changed by this Board.

APPROVED_____

B. Election of Officers:

Mrs. John N. Rosekrans, Jr.	Chairman
Richard W. Goss II	President
Mrs. J. Alec Merriam	Vice President/Audience Dev.
Wm. Laney Thornton	Vice President/Annual Support
William A. Stimson	Vice President/Finance
Harry S. Parker III	Chief Executive Officer
Steve Dykes	Treasurer
Delores C. Malone	Secretary

Officer terms are for one year.

ELECTED_____

C. Election to COFAM's Executive Committee

The nominees for election to the thirteen person Executive Committee are Charles Crocker, David Jamison and Steven MacGregor Read. The members are elected annually for a one year tenure.

ELECTED_____

Also, five COFAM officers (Chairman, President, three Vice-Presidents) and the members of the Executive Committee of The Fine Arts Museums of San Francisco serve on the Executive Committee.

Meeting Schedule

A. Executive Committee Meetings - 1994

Date	Time	Location
May 12	Noon	233 Post Street, 6th Floor (Cancelled)
September 15	Noon	233 Post Street, 6th Floor
November 10	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1994

Date	Time	Location
April 7	3:00 p.m.	Gallery 23, de Young Museum
June 16	3:00 p.m.	Gallery 23, de Young Museum
October 13	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT - Mrs. John N. Rosekrans, Jr.

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MINUTES
FIFTY-EIGHTH MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Thursday, April 7, 1994
Gallery 23, M.H. de Young Memorial Museum
Golden Gate Park, San Francisco, California

CALL TO ORDER

A quorum being present, the meeting was called to order at 4:16 p.m. by Mrs. John N. Rosekrans, Jr., Chairman

ROLL CALL

TRUSTEES PRESENT

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Mrs. George E. Black
Robert J. Bransten
Thad Brown
Mrs. Ransom S. Cook
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Richard B. Madden
Mrs. James K. McWilliams
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Mrs. Julian Peabody
Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
William E. Steen
William A. Stimson, Vice President/Finance
Harry H. Wetzel
Frank Montgomery Woods

TRUSTEES ABSENT

Ruth Asawa
Mrs. Philip E. Bowles III
Caleb Chan
Charles Crocker

President - Richard W. Goss II

Approval of Minutes - The minutes of the Executive Committee of the Board of Trustees meeting on March 10, 1994, having been mailed to all Trustees, were approved unanimously.

President's Report

A. Ad Hoc Committee for Governance and By-Laws Revision

Trustee Mrs. William B. MacColl, Jr. presented the revisions to the By-Laws.

She reported that because FAMSF Trustee terms were changed to three from five years, COFAM's By-Laws needed to reflect the same change. Also, a few technical adjustments were made. A copy of the COFAM By-Laws revisions was mailed to each Trustee prior to the board meeting.

On motion, duly seconded and carried unanimously, the By-Laws revisions were approved.

In accordance with COFAM's By-Laws Article VI, section 4, the revisions will be submitted to FAMSF's Board of Trustees for ratification.

B. May 12, 1994 Executive Committee Meeting

The Executive Committee scheduled for May 12, 1994 was cancelled.

Chief Executive Officer's Report - Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 139**:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

B. Authorizing COFAM CEO to Enter Into An M.O.U. With Local 790, United Public Employees

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 140:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize its Chief Executive Officer to enter into a memorandum of understanding with Local 790, United Public Employees, S.E.I.U., AFL–CIO.

C. FY 1993–94 COFAM Operating Budget

COFAM's Operating Budget at February 28, 1994 was mailed to each Trustee prior to the meeting. Mr. Parker asked Mr. Dykes to speak about the report. Mr. Dykes highlighted the February report. Eight months into the fiscal year, the cumulative bottom line was +$205,134 and the COFAM Reserve stood at $2,306,695. Initial Dead Sea Scrolls results are very good. In the first four weeks, attendance ran 300 visitors per hour on average. Weekend visitors numbered about 5,000. The portion of paid visitors was very high at 68%.

Affiliated Member Organization Reports

For the annual Board meeting, the Affiliated Groups' Chairs gave either oral or written reports. The Affiliated Groups include:

A. Artist Book Council – Mrs. Robert Marcus, Chair
B. Council of the San Francisco Ceramic Circle – Malcolm Gutter, President
C. Graphic Arts Council – Andrew C. McLaughlin III, Chair
D. Junior Arts Council – Henry Bandet, Chair
E. Textile Arts Council – Mrs. Richard Geist, Chair
F. Volunteer Council – J. Murray Fox, Chair

Museum Society Affiliated Groups' Reports

For the annual meeting, The Museum Society's Affiliated Groups' Chairs gave either oral or written reports. The Society's Affiliated Groups are: The Auxiliary – Mrs. James E. Palmer, Chair; and the Docent Council – Mrs. Douglas Scott, Chair.

The Fine Arts Museums Foundation's Report

In the absence of Trustee Charles Crocker, President of The Fine Arts Museums Foundation, Trustee William A. Stimson, a member of the Foundation Board, gave the Foundation's Endowment Fund report. He reported that at the close of business on April 6, 1994, the Endowment Fund was valued at $38,961,984 million. The fund was invested 60% in equities, 34% in bonds and 6% in cash and cash equivalents.

Nominating Committee's Report – Trustee Mrs. William B. MacColl, Jr., Chair

The Committee recommendations were as follows:

A. Fixing Number of Trustees Positions

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty and not more than fifty-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty-one until such number is changed by this Board.

On motion, duly seconded and carried unanimously, the Fixing Number of Trustee Positions resolution was adopted as **BOARD RESOLUTION NUMBER 141.**

B. Election of Officers:

Mrs. John N. Rosekrans, Jr.	Chairman
Richard W. Goss II	President
Mrs. J. Alec Merriam	Vice President/Audience Dev.
Wm. Laney Thornton	Vice President/Annual Support
William A. Stimson	Vice President/Finance
Harry S. Parker III	Chief Executive Officer
Steve Dykes	Treasurer
Delores C. Malone	Secretary

On motion, duly seconded and carried unanimously, the nominees were elected for one year terms and until their successors are elected. Each officer accepted his or her office.

C. Election to COFAM's Executive Committee

The nominees for election to the thirteen person Executive Committee are Charles Crocker, David Jamison and Steven MacGregor Read.

On motion, duly seconded and carried unanimously, the nominees were elected for one year terms and until their successors are elected. Each officer accepted his or her office.

Also, five COFAM officers (Chairman, President, and three Vice-Presidents) and the members of the Executive Committee of The Fine Arts Museums of

San Francisco serve on the Executive Committee for a total of thirteen members.

Meeting Schedule

A. Executive Committee Meetings – 1994

Date	Time	Location
May 12	Noon	233 Post Street, 6th Floor (Cancelled)
September 15	Noon	233 Post Street, 6th Floor
November 10	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings – 1994

Date	Time	Location
June 16	3:00 p.m.	Gallery 23, de Young Museum
October 13	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT – There being no further business, Chairman Mrs. John N. Rosekrans, Jr. adjourned the meeting at 4:40 p.m.

Submitted by,

Delores C. Malone
Executive Secretary, COFAM

Note: These minutes set forth all actions taken up by the Board on matters stated, but not necessarily in the order in which the matters were taken up.

Immediately following this meeting, the annual meeting of the members of The Fine Arts Museums Foundation was held.

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BOARD OF TRUSTEES MEETING
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA
Thursday, June 16, 1994
Time: 4:00 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:
1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting.

To arrange for the above services, please contact Delores Malone (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to No. 44 line (O'Shaughnessy).

For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled-designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

continued---

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – Mrs. John N. Rosekrans, Chairman, Jr.

Calling of the Roll:

TRUSTEES:

Ruth Asawa
George McNear Bowles
Mrs. Philip E. Bowles III
Mrs. George E. Black
Robert J. Bransten
Thad Brown
Caleb Chan
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
George D. Hart
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas

Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Brayton Wilbur, Jr.
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

CHAIRMAN'S REPORT - Mrs. John N. Rosekrans, Jr.

A. Campaign 2000, Phase One Report (CPLH Seismic Strengthening and Trustee Improvements)

B. Other Informational Items

PRESIDENT - Richard W. Goss II

Approval of Minutes - the Board of Trustees meeting held on April 7, 1994 (copies mailed).

APPROVED_____

President's Report

A. Plans for Centennial Celebration for the Week of March 20-26, 1994 and the Role of The Museum Society Auxiliary

B. Other Informational Items

Chief Executive Officer's Report - Harry S. Parker III

A. Authority to Transfer Stock - Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

APPROVED_____

B. COFAM's Financial Reports

1. FY 1993-94 Operating Budget

2. Review and Approval of FY 1994-95 Operating Budget

COFAM Balanced Budget

WHEREAS, The Board of Trustees of the Corporation of The Fine Arts Museums is strongly committed to achieving a balanced budget in every fiscal year; and

WHEREAS, Balanced budgets are key to the financial integrity of the museum and to the sound management of its resources; and

WHEREAS, A balanced operating budget has been achieved in all of COFAM's past fiscal years, and every step is being taken to repeat this performance in the current year; and

WHEREAS, The Board of Trustees has insisted on balanced budgets and instructed the Chief Executive Officer to carry out this policy; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby instruct the Chief Executive Officer to take the necessary actions to carry out the balanced budget policy in FY 1994-95 and in succeeding years; and be it

FURTHER RESOLVED, That COFAM is not financially able to assume previous City responsibilities such as the operation of the California Palace of the Legion of Honor building; and be it

FURTHER RESOLVED, That the Board pledges its full support and assistance to fulfill COFAM's balanced budget policy and not to assume City responsibilities; and be it

FURTHER RESOLVED, That upon the recommendation of the COFAM Budget Committee, the Board approves the balanced COFAM FY 1994–95 Operating Budget Proposal of $10,187,830.

APPROVED_____

C. Informational Items

Vice President/Finance 's Report – Trustee William A. Stimson

Appointment of Auditors

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby appoint Coopers & Lybrand as COFAM's independent public accountant to audit the COFAM balance sheet as of June 30, 1994 and the related statements of revenues, expenses and changes in fund balances for the year then ended; and be it

FURTHER RESOLVED, That Coopers & Lybrand is also appointed to audit the combined balance sheet of The Fine Arts Museums of San Francisco (FAM) as of June 30, 1994 and the related combined statements of revenues, expenses and changes in fund balances for the year then ended; and that the combined financial statements will include COFAM, The Fine Arts Museums Foundation, and FAM as recorded on the books of the City and County of San Francisco; and be it

FURTHER RESOLVED, That the cost of both the COFAM Audited Statement and the FAM Combined Statement will be $xx,xxx plus out–of–pocket costs.

APPROVED_____

Annual Support Report – Wm. Laney Thornton, Vice President/Annual Support

Museum Society's Report – David Jamison, Chair

The Fine Arts Museums Foundation's Report – Charles Crocker, President

Meeting Schedule

A. Executive Committee Meetings - 1994

Date	Time	Location
September 15	Noon	233 Post Street, 6th Floor
November 10	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1994

Date	Time	Location
October 13	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT - Mrs. John N. Rosekrans, Jr.

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MINUTES
FIFTY-NINTH MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Thursday, June 16, 1994
Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, California

CALL TO ORDER

A quorum being present, the meeting was called to order at 5:06 p.m. by Mrs. John N. Rosekrans, Jr., Chairman.

ROLL CALL

TRUSTEES PRESENT

Ruth Asawa
Mrs. George E. Black
Mrs. Philip E. Bowles III
Robert J. Bransten
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Mrs. Ray Dolby
George Hopper Fitch
Richard W. Goss II, President
Douglas W. Grigg
David M. Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. James K. McWilliams
Mrs. J. Alec Merriam, Vice President/Audience Development
Robert A. Mills
Mrs. W. Robert Phillips
Steven MacGregor Read
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Katharine Doyle Spann
William A. Stimson, Vice President/Finance
Harry H. Wetzel

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TRUSTEES ABSENT
George McNear Bowles
Thad Brown
Caleb Chan
Princess Ranieri di San Faustino
Mrs. John V. Erickson

Ms. Frankie Jacobs Gillette
George D. Hart
Reuben W. Hills III
David R. Hoyer
Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Alexander R. Mehran
Michael W. Michelson
Walter S. Newman
Mrs. Julian Peabody
Kenneth Rainin
George R. Roberts
Waldemar Rojas
Douglas W. Shorenstein
William E. Steen
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Brayton Wilbur, Jr.
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

CHAIRMAN'S REPORT – Mrs. John N. Rosekrans, Jr.

Campaign 2000, Phase One Report (CPLH Seismic Strengthening and Trustee Improvements)

Mrs. Rosekrans, Co-Chair of Campaign 2000, Phase One, reported that total commitments now stand at about $21.8 million.

PRESIDENT – Richard W. Goss II

Approval of Minutes – The minutes of the Board of Trustees meeting of April 7, 1994, having been mailed to all Trustees, were unanimously approved.

President's Report

Plans for Centennial Celebration for the Week of March 20-26, 1995 and the Role of The Museum Society Auxiliary

The President reported that the Museums' centennial birthday week will include the annual Bouquets to Art events and the fund-raising opening for the exhibition

Monet at Giverny.. The Museum Society Auxiliary will take the lead organization role. Due to the press of time, a review of activities being planned was postponed until the next trustee meeting.

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly second and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 142:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

B. COFAM's Financial Reports

1. FY 1993–94 Operating Budget Report

Mr. Dykes highlighted the April 30, 1994 budget report, which was mailed to the trustees with the meeting agenda. It is predicted that the year ending June 30, 1994 will produce a surplus. The Dead Sea Scrolls exhibition closed on May 30, 1994. It was a popular and financial success.

2. Review and Approval of FY 1994–95 Operating Budget

Mr. Dykes reported that the operating budget proposal for the new fiscal year was mailed to the trustees with the meeting agenda. He noted that the $10.2 million budget is balanced, consistent with the Museums' commitment to financial stability. The proposed budget was reviewed and recommended by the Budget Committee.

Mr. Parker presented the following resolution which was unanimously adopted as **BOARD RESOLUTION NUMBER 143:**

COFAM Balanced Budget

WHEREAS, The Board of Trustees of the Corporation of The Fine Arts Museums is strongly committed to achieving a balanced budget in every fiscal year; and

WHEREAS, Balanced budgets are key to the financial integrity of the museum and to the sound management of its resources; and

WHEREAS, A balanced operating budget has been achieved in all of COFAM's past fiscal years, and every step is being taken to repeat this performance in the current year; and

WHEREAS, The Board of Trustees has insisted on balanced budgets and instructed the Chief Executive Officer to carry out this policy; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby instruct the Chief Executive Officer to take the necessary actions to carry out the balanced budget policy in FY 1994–95 and in succeeding years; and be it

FURTHER RESOLVED, That COFAM is not financially able to assume previous City responsibilities such as the operation of the California Palace of the Legion of Honor building; and be it

FURTHER RESOLVED, That the Board pledges its full support and assistance to fulfill COFAM's balanced budget policy and not to assume City responsibilities; and be it

FURTHER RESOLVED, That upon the recommendation of the COFAM Budget Committee, the Board approves the balanced COFAM FY 1994–95 Operating Budget Proposal of $10,187,830.

Vice President/Finance 's Report – Trustee William A. Stimson

Appointment of Auditors

On motion, duly second and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 144**:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby appoint Coopers & Lybrand as COFAM's independent public accountant to audit the COFAM balance sheet as of June 30, 1994 and the related statements of revenues, expenses and changes in fund balances for the year then ended; and be it

FURTHER RESOLVED, That Coopers & Lybrand is also appointed to audit the combined balance sheet of The Fine Arts Museums of San Francisco (FAM) as of June 30, 1994 and the related combined statements of revenues, expenses and changes in fund balances for the year then ended; and that the combined financial statements will include COFAM, The Fine Arts Museums Foundation, and FAM as recorded on the books of the City and County of San Francisco; and be it

FURTHER RESOLVED, That the cost of both the COFAM Audited Statement and the FAM Combined Statement will be $45,000 including out-of-pocket costs.

Annual Support Report - Wm. Laney Thornton, Vice President/Annual Support

In the absence of Wm. Laney Thornton, Vice President for Annual Support, James Forbes, Deputy Director of Development, gave the Annual Support Report. Mr. Forbes reported that who had not made their annual contribution, should expect a telephone call from the Board President before the end of the fiscal year.

Mr. Forbes stated that in view of the fact that fundraising is a major board responsibility, he would like to thank the following:

Katharine Doyle Spann and Mrs. W. Robert Phillips for their work with the Napa group;
Mrs. Philip E. Bowles III for rejuvenating and continuing the Friends group;
Mrs. Ransom S. Cook for her work with the Museum Associates Program;
Richard W. Goss II for his overall support of development activities; and
a special thanks to Mrs. John N. Rosekrans, Jr. for her success in securing funds for the Legion of Honor Project.

Museum Society's Report - David Jamison, Chair

Trustee David M. Jamison, Chair of The Museum Society, reported that the membership is holding steady at over 37,000. The next recruitment effort will be in concert with the Asian Art Museum's exhibition Tomb Treasures from China: The Buried Art of Ancient Xi'an (August 3 - October 30, 1994).

The Fine Arts Museums Foundation's Report - Charles Crocker, President

Trustee Charles Crocker, President of The Fine Arts Museums Foundation, reported that at the close of business on June 15, 1994, the Total Endowment fund was valued at $38,749,117. It was invested 56% in equities, 29% in bonds, 8% in cash and cash equivalents, 3% in small cap fund and 4% in gobal fixed income fund. The two managers for the fund are RCM Capital Management, a balanced fund manager; and Harris, Bretall, Sullivan & Smith, a growth stock manager. Mr. Crocker stated that two new investment tracks have been added to the RCM portfolio: about $1 million has been designated to the firm's Small Cap Fund; and about $1.5 million has been invested in the Gobal Fixed Income Fund. Both funds have performed well over the past 30 - 60 days.

Meeting Schedule

A. Executive Committee Meetings - 1994

Date	Time	Location
September 15	Noon	233 Post Street, 6th Floor
November 10	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Executive Committee Meetings - 1995

Date	Time	Location
March 2	Noon	233 Post Street, 6th Floor
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 7	Noon	233 Post Street, 6th Floor

C. Board of Trustees Meetings - 1994

Date	Time	Location
October 13	3:00 p.m.	Gallery 23, de Young Museum

D. Board of Trustees Meetings - 1995

Date	Time	Location
January 19	3:00 p.m.	Gallery 23, de Young Museum
April 6 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT - There being no further business, Chairman Mrs. John N. Rosekrans, Jr. adjourned the meeting at 5:19 p.m.

Submitted by,

Delores C. Malone
Executive Secretary, COFAM

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BOARD OF TRUSTEES MEETING
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA
Thursday, October 13, 1994
Time: 4:00 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

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For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to No. 44 line (O'Shaughnessy).

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a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

continued---

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – Mrs. John N. Rosekrans, Chairman, Jr.

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Thad Brown
Caleb Chan
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
George D. Hart
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas

Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

CHAIRMAN'S REPORT - Mrs. John N. Rosekrans, Jr.

A. Campaign 2000, Phase One Report (CPLH Seismic Strengthening and Trustee Improvements)

B. Other Informational Items

PRESIDENT - Richard W. Goss II

Approval of Minutes - the Executive Committee of the Board of Trustees meeting held on September 15, 1994 (copies mailed).

APPROVED_____

President's Report

Informational Items

Chief Executive Officer's Report - Harry S. Parker III

A. Authority to Transfer Stock - Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other

securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

APPROVED_____

B. COFAM's Financial Reports

1. Report on Unaudited FY 1993–94 Year End Operating Budget

2. Report on FY 1994–95 COFAM Operating Budget

C. Other Informational Items

Annual Support Report – Wm. Laney Thornton, Vice President/Annual Support

Museum Society's Report – David Jamison, Chair

The Fine Arts Museums Foundation's Report – Charles Crocker, President

Meeting Schedule

A. Executive Committee Meetings – 1994

Date	Time	Location
November 10	Noon	California Room, de Young
December 1	Noon	233 Post Street, 6th Floor

B. Executive Committee Meetings – 1995

Date	Time	Location
March 2	Noon	233 Post Street, 6th Floor
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

C. Board of Trustees Meetings - 1995

Date	Time	Location
January 19	3:00 p.m.	Gallery 23, de Young Museum
April 7 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT - Mrs. John N. Rosekrans, Jr.

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MINUTES
SIXTY-FIRST MEETING
THE BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Thursday, October 13, 1994
Gallery 23, M.H. de Young Memorial Museum
Golden Gate Park, San Francisco, California

CALL TO ORDER:

A quorum being present, the meeting was called to order at 4:36 pm by Mrs. John N. Rosekrans, Jr., Chairman.

ROLL CALL:

TRUSTEES PRESENT

DOCUMENTS DEPT.
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Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Thad Brown
Mrs. Ransom S. Cook
Charles Crocker
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
David M. Jamison
Leonard E. Kingsley
Mrs. James K. McWilliams
Mrs. J. Alec Merriam, Vice President/Audience Development
Robert A. Mills
Mrs. Julian Peabody
Mrs. John N. Rosekrans, Jr., Chairman
Katharine Doyle Spann
William E. Steen
Wm. Laney Thornton, Vice President/Annual Support
Harry H. Wetzel

TRUSTEES ABSENT

Caleb Chan

David A. Coulter
Mrs. John V. Erickson
George D. Hart
Mrs. Leonard E. Kingsley
Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Alexander R. Mehran
Michael W. Michelson
Walter S. Newman
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
John N. Rosekrans, Jr.
Douglas W. Shorenstein
William A. Stimson, Vice President/Finance
Sidney R. Unobskey
Marshall I. Wais, Sr.
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

CHAIRMAN'S REPORT - Mrs. John N. Rosekrans, Jr.

Campaign 2000, Phase One Report (Legion of Honor Seismic Strengthening and Trustee Improvements)

Chairman Mrs. Rosekrans, Co-Chair of Campaign 2000, Phase One, reported that the donor pledge goal for the Campaign was reached. She added that it is very exciting to watch the construction progress toward the reopening date of November 11, 1995.

Approval of Minutes - The minutes of the Board of Trustees meeting of June 16, 1994, having been mailed to all Trustees, were unanimously approved.

Chief Executive Officer's Report - Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly second and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 146:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

B. COFAM's Financial Reports

1. Report on Unaudited FY 1993-94 Year End Operating Budget

It is anticipated that there will be an operating surplus of about $205,000 before the offset of depreciation and plant fund expenses. The surplus was due mainly to the success of two major exhibitions, Teotihuacan: City of the Gods and The Dead Sea Scrolls. A copy of the Year End Operating Budget Report was mailed to each Trustee prior to the meeting.

2. Report on FY 1994-95 COFAM Operating Budget

COFAM's Operating Budget Report for the two-month period ending August 31, 1994 was highlighted by Steve Dykes. A copy of the report was mailed to each Trustee prior to the meeting.

Annual Support Report - Wm. Laney Thornton, Vice President/Annual Support

Mr. Thornton reported that next week all Board members will receive requests for annual support. He hoped that Trustees would not only match but be able to significantly increase their annual support gifts.

Museum Associates renewals (more than $5,000 annually) are being prepared and sent. The Associates Committee will follow through with personal contacts. Twenty-four new Friends (up to $4,999) have been added since June 1994. The Friends Committee is approaching guests who attended recent cultivation events to further expand membership, even as renewals are being sought.

An active schedule of cultivation events was held during the fall, including lunches, dinners, exhibition walk-throughs and field trips. These events provide opportunities to thank current Associates and Friends, as well as to identify potential new museum supporters.

Museum Society's Report – David Jamison, Chair

Trustee David M. Jamison, Chair of The Museum Society, reported that the Museum Society benefitted from the increased interest generated by the Xi'an exhibition held at the Asian Art Museum. The membership now stands at about 40,000, an increase of nearly 4,000 new members from a year ago. He believes that membership will continue to grow with the Monet exhibition scheduled for March 1995.

The Fine Arts Museums Foundation's Report – Charles Crocker, President

Trustee Charles Crocker, President of The Fine Arts Museums Foundation, reported that at the close of business on October 12, 1994, the endowment fund was valued at $39,291,000. It was invested 60% in equities, 22% in bonds, 18% in cash and cash equivalents.

Meeting Schedule

A. Executive Committee Meetings – 1994

Date	Time	Location
November 10	Noon	California Rm., de Young Museum
December 1	Noon	233 Post Street, 6th Floor

B. Executive Committee Meetings – 1995

Date	Time	Location
March 2	Noon	233 Post Street, 6th Floor
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 7	Noon	233 Post Street, 6th Floor

C. Board of Trustees Meetings – 1995

Date	Time	Location
January 19	3:00 p.m.	Gallery 23, de Young Museum
April 6	3:00 p.m.	Gallery 23, de Young Museum (annual meeting)
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT – There being no further business, the meeting was adjourned at 5:05 p.m.

Submitted by,

Delores C. Malone
Executive Secretary, COFAM

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SPECIAL BOARD OF TRUSTEES MEETING
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

California Room, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, California
Thursday, November 10, 1994
Time: 2:00 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **12:00 Noon.**

MEETING NOTICE/AGENDA

A special meeting of the Board of Trustee of The Fine Arts Museums of San Francisco has been called for Thursday, November 10, 1994 at 12:00 Noon in the California Room at the M.H. de Young Memorial Museum.

This meeting will replace the Executive Committee that was scheduled for November 10, 1994.

The purpose of the special meeting is to examine the impact of the results of Old Main Library/Asian Art Museum Bond (Proposition B) of November 8, 1994 on the future of the de Young Museum and take whatever actions that may be appropriate at this time including but not limited to the adoption of resolutions regarding election results and on matters related to a study committee.

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:
1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting.

To arrange for the above services, please contact Delores Malone (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to No. 44 line (O'Shaughnessy).

For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled–designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – In the absence of Mrs. John N. Rosekrans Jr., Chairman, Jr., President Richard W. Goss II.

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Thad Brown
Caleb Chan
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
George D. Hart
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley

Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

President's Report - Richard W. Goss II

Discussion on the Impact of the Results of Old Main Library/Asian Art Museum (Proposition B) on the future of the de Young Museum

Chief Executive Officer's Report - Harry S. Parker III

COFAM's Financial Reports

Meeting Schedule

A. Executive Committee Meetings - 1994

Date	Time	Location
December 1	Noon	233 Post Street, 6th Floor

B. Executive Committee Meetings - 1995

Date	Time	Location
March 2	Noon	233 Post Street, 6th Floor
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

C. Board of Trustees Meetings - 1995

Date	Time	Location
January 19	3:00 p.m.	Gallery 23, de Young Museum
April 7 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT

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MINUTES
SIXTY-SECOND MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Thursday, November 10, 1994
California Room, M.H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA

CALL TO ORDER

A special meeting of the COFAM Board of Trustees was called to order on Thursday, November 10, 1994 at 2:35pm. The purpose of the special meeting was to examine the impact of the results of the Old Main Library / Asian Art Museum bond issue (Proposition "B" on the November 8, 1994 San Francisco ballot) and take whatever actions were appropriate, including but not limited to adoption of resolutions regarding election results and on matters related to a study committee.

President Richard W. Goss II conducted the meeting, and Steve Dykes acted as secretary in Mrs. Malone's absence.

ROLL CALL

TRUSTEES PRESENT

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Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Thad Brown
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Mrs. James K. McWilliams
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson

Mrs. Julian Peabody
Mrs. W. Robert Phillips
Steven MacGregor Read
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support

TRUSTEES ABSENT

Caleb Chan
Mrs. Ransom S. Cook
David A. Coulter
Princess Ranieri di San Faustino
George D. Hart
Reuben W. Hills III
Alexander R. Mehran
Robert A. Mills
Walter S. Newman
Kenneth Rainin
George R. Roberts
Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

NON–VOTING OFFICERS

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer

PRESIDENT'S REPORT

President Goss noted that a special board meeting of The Fine Arts Museums of San Francisco (FAMSF) preceded the COFAM board meeting. At the FAMSF meeting, a resolution was approved, which instructed the President to appoint a "Committee For A New de Young" to work with the public, community leaders and key government agencies to devise a plan for a new de Young, including a public and private fund–raising analysis, to be announced during the de Young Museum's Centennial Celebration in March 1995.

President Goss also noted that Director of Museums Harry Parker presented a master plan concept to build a new de Young on the existing site.

CHIEF EXECUTIVE OFFICER'S REPORT

Mr. Parker reviewed the COFAM budget report at September 30, 1994. Because of spinoffs from the Asian Art Museum's Xi'an exhibition, the cumulative bottomline of ($280,746) was about $73,000 better than the budget forecast. The reserve stood at $2,050,700 and will increase with the receipt of the final installments of Museum Society support from last fiscal year's net proceeds.

The cumulative budget surplus / (loss) forecast is projected to run negative each month until April and May, when the Monet show is expected to pull the current year operating budget into the black. Because the anticipated cumulative losses are large, they will put a strain on preserving the $2 million minimum reserve level. Final payments of Museum Society support plus year end gifts should hold the reserve line intact through mid-Winter. However, front end Monet installation and store inventory expenses will impact reserve levels in February and March, requiring careful cash management.

On the Trustee Improvements portion of the Legion Project, Mr. Parker noted that revised cash flow projections indicate a shortfall will occur shortly after the first of the new year. Legion financial planning always assumed a shortfall point at which costs would exceed pledge payments. Steps are being taken to take out a loan from a commercial lender. However, accelerated pledge payments from Legion donors are encouraged to help reduce borrowing needs and finance costs, which are likely to run about $400,000.

MEETING SCHEDULE

A. Executive Committee Meetings - 1994

Date	Time	Location
December 1	Noon	233 Post Street, 6th Floor

B. Executive Committee Meetings - 1995

Date	Time	Location
March 2	Noon	233 Post Street, 6th Floor
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 7	Noon	233 Post Street, 6th Floor

C. Board of Trustees Meetings - 1995

Date	Time	Location
January 19	3:00 p.m.	Gallery 23, de Young Museum
April 6	3:00 p.m.	Gallery 23, de Young Museum (annual meeting)
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT -- There being no further business, President Goss adjourned the meeting at 2:39pm.

Submitted by,

Steve Dykes
COFAM Treasurer
Substituting for
Delores C. Malone, Executive
Secretary, COFAM

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BOARD OF TRUSTEES MEETING
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

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The Museum Society Auxiliary Meeting Room, Asian Art Museum
Golden Gate Park, San Francisco, CA
Thursday, January 19, 1995
Time: 4:00 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

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1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting.

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For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled-designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

continued---

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – Mrs. John N. Rosekrans, Chairman, Jr.

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Caleb Chan
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
George D. Hart
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman

John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

CHAIRMAN'S REPORT - Mrs. John N. Rosekrans, Jr.

A. Campaign 2000, Phase One (CPLH Seismic Strengthening and Trustee Improvements)

Received $1.1 preliminary distribution from the de Bretteville Estate on December 8, 1994.

B. Informational Items

PRESIDENT - Richard W. Goss II

Approval of Minutes - The Executive Committee of the Board of Trustees Meeting held on December 1, 1994 (copies mailed).

APPROVED_____

President's Report

Informational Items

Chief Executive Officer's Report - Harry S. Parker III

A. Authority to Transfer Stock - Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any

Meeting Schedule

A. Executive Committee Meetings - 1995

Date	Time	Location
March 2	Noon	233 Post Street, 6th Floor
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1995

Date	Time	Location
April 13*	3:00 p.m.	Gallery 23, de Young Museum (annual meeting)
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

*change of date from April 6

ADJOURNMENT - Mrs. John N. Rosekrans, Jr.

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MINUTES
SIXTY-FOURTH MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Thursday, January 19, 1995
The Museum Society Auxiliary Meeting Room, Asian Art Museum
Golden Gate Park, San Francisco, CA

CALL TO ORDER:

A quorum being present, the meeting was called to order at 4:36 p.m. by Chairman Mrs. John N. Rosekrans, Jr.

ROLL CALL:

TRUSTEES PRESENT
Ruth Asawa
Mrs. George E. Black
Mrs. Philip E. Bowles III
Robert J. Bransten
Mrs. Ransom S. Cook
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David M. Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Mrs. John N. Rosekrans, Jr., Chairman
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

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TRUSTEES ABSENT
George McNear Bowles
Caleb Chan
David A. Coulter
Princess Ranieri di San Faustino
George D. Hart
David R. Hoyer
Mrs. Gorham B. Knowles
Richard B. Madden
George M. Marcus
Michael W. Michelson
Robert A. Mills
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Sidney R. Unobskey
Marshall I. Wais, Sr.

Non-Voting Officers Present
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

CHAIRMAN'S REPORT - Mrs. John N. Rosekrans, Jr.

Campaign 2000, Phase One (CPLH Seismic Strengthening and Trustee Improvements)

Chairman Mrs. Rosekrans, Co-Chair of Campaign 2000, Phase One, reported that the Museums received a $1.1 preliminary distribution from the Louisa Jean de Bretteville Estate on December 8, 1994. She announced that in December 1994, a donor pledged $1,000,000 for the Legion project. Commitments to date for the project exceed $23 million. The goal was $18.5 million. The board gave Mrs. Rosekrans a round of applause for her and Mr. Rosekrans' dedicated and effective work for the Museum. Mrs. Rosekrans noted that there was 100% Trustee participation and thanked the Trustees for their commitments to the project.

PRESIDENT - Richard W. Goss II

Approval of Minutes - The minutes of the Executive Committee of the Board of Trustees Meeting held on December 1, 1994, having been mailed to all Trustees, were approved unanimously.

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 147:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

B. FY 1994–95 COFAM Operating Budget

The five month financial report for the period ending November 30, 1994 was mailed to each trustee prior to the meeting. The cumulative budget surplus / (loss) forecast continues to run negative each month until April and May, when the Monet expected to pull the current year operating budget into the black. However, the red ink is about $300,000 less than forecast, thanks to the positive economic spinoffs of the Asian's Xi'an exhibiton, coupled with other revenue gains.

C. Museum Store at Macy's Union Square

The Museum Store at Macy's Union Square closed last week. The museum staff decided to close the shop because Macy's planned to move it to the seventh floor from the fifth, and open a stationery store in our old space, duplicating much of our store merchandise. The Enterprise Committee will meet next month to review other possibilities for another offsite store.

Audit Committee Report – Harry H. Wetzel, Chair

Acceptance of Auditor's Financial Statements for the Year Ended June 30, 1994

Trustee Harry H. Wetzel, Chair of the Audit Committee, reported that the Audit Committee met on December 13, 1994 and reviewed the financial statements for the year ended June 30, 1994 with Coopers & Lybrand. Mr. Wetzel asked Ms. Judith Rothman, Director of Nonprofit Practices for Coopers, to summarize the audit. Also present was the

Museum's audit partner at Cooper's, William G. Ritchie.

After the presentation, on motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 148:**

WHEREAS, Coopers & Lybrand submitted to the Corporation of The Fine Arts Museums (COFAM) Audit Committee draft Combined Financial Statements for the year ended June 30, 1994, including COFAM, The Fine Arts Museums Foundation, and The Fine Arts Museums of San Francisco as a department of the City and County of San Francisco; and

WHEREAS, On December 13, 1994, the COFAM Audit Committee reviewed these financial statements and recommended that the COFAM Board of Trustees accept them; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, upon the recommendation of the COFAM Audit Committee, does hereby accept the Coopers & Lybrand Combined Financial Statements of The Fine Arts Museums of San Francisco for the year ended June 30, 1994.

In answer to a question about an audit of the Museum's art registration records and the location of collection objects, Ms. Rothman stated that Coopers will work with the museum's staff on random sampling procedures that can be used during next year's audit.

Annual Support Report – Wm. Laney Thornton, Vice President/Annual Support

Annual contributions at December 31, 1994 are slightly ahead of last year's total: $592,000 this year vs. $568,000 a year ago. There remains to be considerable work to be done to reach the $1.8 million goal. The Kress and Monet exhibitions and the de Young Centennial will be used to secure renewals and attract new Friends (up to $4,999) and Associates ($5,000 up). Trustees were encouraged to attend cultivation events and submit names of individuals who may be interest in contributing to the Museums.

Audience Development Report – Mrs. J. Alec Merriam, Vice President/Audience Development

Trustee Mrs. Merriam, Chair of the Audience Development Committee, spoke about the audience survey conducted jointly with the Asian art Museum during the Xi'an exhibition, The survey revealed that about 32% of the visitors had come to the Museums for the first time, which was about the same percentage as for the Dead Sea Scrolls exhibition. The new visitor audience continues to grow. Teotihuacan survey in 1993 had 29% new visitors, compared to 20% for Tanner in 1992. One of the goals of the Audience Development Committee is to continue to keep these new visitors coming to the Museums.

Trustee Mrs. Merriam reported that another audience development goal is Collection Development. Professor Richard J. Powell of Duke University was asked to evaluate and suggest suitable additions to the American Art collection. He made several specific suggestions by artist. He observed that "With the Rockefeller collection, the de Young is the perfect place on the West Coast to continue collecting significant American art of all periods

and from all cultural perspectives". She noted that this is where audience development plays an important role to encourage the Museums to represent all aspects of American art. The purchase of the painting Letitia Grace McCurdy by Joshua Johnson would help to fill a void in the Museums' American art collection. The price of the painting is $250,000. Donations are being sought, and so far about $30,000 has been pledged.

Museum Society's Report – David M. Jamison, Chair

The Museum Society memberships is at its best level in two years. It stands at about 40,000 with a renewal rate of 91%. It is anticipated that membership will continue to grow with the Monet exhibition.

The Fine Arts Museums Foundation's Report – Charles Crocker, President

In December 1994, some $15 million of the endowment fund was moved to a new money manager, Brinker Capital. The balance continues to be managed by RCM Capital Management. At the close of business on January 18, 1995, the Endowment was valued at $39,087,839. It was invested 43% in equities, 25% in bonds, 29% in cash and cash equivalents and 3% in global fixed income investments.

Meeting Schedule

A. Executive Committee Meetings – 1995

Date	Time	Location
March 2	Noon	233 Post Street, 6th Floor
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Special Board of Trustees Meeting – 1995

Date	Time	Location
March 16	3:00 p.m.	de Young Museum

B. Board of Trustees Meetings – 1995

Date	Time	Location
April 13*	3:00 p.m.	Gallery 23, de Young Museum (annual meeting)
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

*change of date from April 6

ADJOURNMENT – There being no further business, Chairman Mrs. John N. Rosekrans, Jr. adjourned the meeting at 5:01 p.m.

Submitted by,

Delores C. Malone
Executive Secretary, COFAM

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SPECIAL MEETING/NOTICE/AGENDA

BOARD OF TRUSTEES MEETING
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Gallery 23 M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA
Thursday, March 16, 1995
Time: 3:00 p.m.

MEETING NOTICE

A special meeting of the Board of Trustees of the Corporation of The Fine Arts Museums of San Francisco(COFAM) will be held in conjunction with the Board of Trustees of The Fine Arts Museumns of San Francisco (FAMSF) on Thursday, March 16, 1995 at 3:00 p.m. in Gallery 23 at the M. H. de Young Memorial Museum.

The purpose of the special (COFAM) meeting is to endorse the FAMSF Study Committee for a New de Young Museum's recommendation for a new M. H. de Young Memorial Museum in Golden Gate Park; and to approve a report on the discussions with Asian Art Museum regarding the future of The Museum Society.

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:
1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting.

To arrange for the above services, please contact Delores Malone (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to No. 44 line (O'Shaughnessy).

For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled–designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – Mrs. John N. Rosekrans, Chairman, Jr.

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Caleb Chan
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
George D. Hart
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Richard B. Madden

George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

President's Report – Richard W. Goss II

A. A New de Young Museum

Endorsement of The Fine Arts Museums of San Francisco Resolution dated March 16, 1995 for demolition and rebuilding of the M. H. de Young Museum in Golden Gate Park.

B. Approve Report on the Discussions With the Asian Art Museum of the Future of The Museum Society

ADJOURNMENT – Mrs. John N. Rosekrans, Jr.

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MINUTES
SIXTY-SIXTH MEETING
SPECIAL BOARD OF TRUSTEES MEETING
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)
Thursday, March 16, 1995
Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA

A special meeting of the Board of Trustees of the Corporation of The Fine Arts Museums of San Francisco (COFAM) was held in conjunction with the Board of Trustees of The Fine Arts Museums of San Francisco (FAMSF) on Thursday, March 16, 1995. The FAMSF/COFAM meeting was convened at 3:00 p.m. in Gallery 23 at the M. H. de Young Memorial Museum. COFAM's meeting convened at 3:51 p.m.

The special (COFAM) meeting had two purposes. One was to endorse the adoption of FAMSF Board Resolution Number 1145. The other purpose was to ratify the development of two separate memberships -- one for the constituency of The Fine Arts Museums and one for Asian Art Museum.

CALL TO ORDER:

A quorum being present, the meeting was called to order at 3:51 p.m. by Mrs. John N. Rosekrans, Chairman, Jr.

ROLL CALL:

TRUSTEES PRESENT

Ruth Asawa
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Princess Ranieri di San Faustino
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Ms. Frankie Jacobs Gillette
Richard W. Goss II, President
Douglas W. Grigg
David R. Hoyer
David Jamison
Mrs. Leonard E. Kingsley

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Mrs. J. Alec Merriam, Vice President/Audience Development
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
Mrs. John N. Rosekrans, Jr., Chairman
William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

TRUSTEES ABSENT

Mrs. George E. Black
Caleb Chan
George D. Hart
Reuben W. Hills III
Alexander R. Mehran
Michael W. Michelson
George R. Roberts
Waldemar Rojas
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
Sidney R. Unobskey
Marshall I. Wais, Sr.

Non–Voting Officers Present

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

President Goss conducted the meeting, and Mrs. Malone acted as Secretary.

President's Report – Richard W. Goss II

A. A New de Young Museum

On motion, duly second and carried unanimously, the following Fine Arts Museums of San Francisco Board of Trustees resolution (Number 1145) was endorsed:

WHEREAS, On March 24, 1895, the M. H. de Young Memorial Museum opened to the public as a memorial to the California Midwinter International Exposition of 1894; and

WHEREAS, The museum's Board of Trustees was incorporated into the Charter of the City and County of San Francisco in 1924; and

WHEREAS, The Charter gave the Trustees the responsibility for the maintenance and operation of the M. H. de Young Memorial Museum and placed the museum's collection under a public trust for the citizens of the City of San Francisco to be administered by the Board of Trustees; and

WHEREAS, The duties and responsibilities of the Board as set forth in the Charter have been fulfilled by generations of Trustees under the M. H. de Young Memorial Museum and later under The Fine Arts Museums of San Francisco, following the merger of the de Young Museum with the California Palace of the Legion of Honor; and

WHEREAS, To further the museum's objectives as set forth by the Trustees, numerous men and women have served as staff or volunteers to insure that the museum became, and continues to be, an important institution within the cultural life of the City of San Francisco; and

WHEREAS, The museum's collection and exhibition program presents cultural and artistic achievements from around the world, thereby reflecting the diverse interests of our audience; and

WHEREAS, To ensure the preservation of the museum's collection and the continuation of its programs and exhibitions which benefit the visiting public, the Board of Trustees recognizes that the future success of these activities depends on a safe, secure and operationally-sound physical plant to accommodate the museum's mission and collection; and

WHEREAS, The museum's mission is to acquire significant works of art through purchase and gift, to care for and study the collection and to stimulate interest in art through programs of exhibition, education and publication among the citizens of San Francisco, the Bay Area, and visitors to the region; and

WHEREAS, Numerous studies of the eight buildings which comprise the de Young museum complex have been conducted over the past ten years, and all indicate that significant structural and operational deficiencies exist within these buildings that affect the structural integrity of the complex, the preservation of the collection, and the life-safety of the visiting public and staff as contained in the Report on Planning, M.H. de Young Memorial Museum, prepared by staff of The Fine Arts Museums of San Francisco, dated February 28, 1995; and

WHEREAS, The Board of Trustees, in response to the 1992 seismic assessment, approved a temporary seismic bracing plan in April 1993 to mitigate the immediate risk of a partial collapse of the buildings identified in the assessment, with the understanding that a long-term solution would be determined as soon as the future location of the Asian Art Museum, currently located in the west wing of the de Young Museum, was known; and

WHEREAS, In November 1994, the San Francisco electorate voted approval of the funds needed to seismically upgrade the Main Library Building for the relocation of the Asian Art Museum to this site in Civic Center; and

WHEREAS, A summary of development options for the de Young Museum was prepared in March 1993 by staff, which outlined three development options to correct the museum's structural and operational problems with preliminary cost estimates, including (1) a seismic rehabilitation of the entire complex, (2) an extensive rehabilitation of the complex with reconstruction of the east wing, and (3) a demolition and reconstruction of the entire complex; and

WHEREAS, An architectural history of the M. H. de Young Memorial Museum and an evaluation of historic and architectural significance were prepared by Michael R. Corbett, an architectural historian, in 1993, which concluded that "The de Young as a whole is not an important work of architecture. It does not possess significance as a historic structure or as a work of architecture in the legal sense.... There is no basis for preserving the entire structure as a historic structure."; and

WHEREAS, An updated cost and operational analysis of the three development options prepared in February 1995 resulted in a staff recommendation that the complete demolition and rebuilding of the complex would be the most effective and efficient method to meet current seismic and operational requirements for the museum at the current site in Golden Gate Park; and

WHEREAS, The Study Committee for a New de Young Museum, based on the previous reports and staff analyses, has found that the total rebuilding of the de Young Museum would be the most cost effective and efficient means of correcting the seismic and operational deficiencies of the museums to ensure the continued use and enjoyment of the museum by the visiting public into the next century; now, therefore, be it

RESOLVED, That the Board of Trustees does hereby accept, in concept, the recommendation of the Study Committee for a New de Young Museum as outlined in the report of Proposed Facility Improvements dated February 28, 1995 for the demolition and rebuilding of the M. H. de Young Memorial Museum in Golden Gate Park; and be it

FURTHER RESOLVED, That the Study Committee for a New de Young Museum is hereby authorized to develop a plan for private funding through Campaign 2000, Phase 2; and be it

FURTHER RESOLVED, That the President and Director of Museums are

hereby authorized to seek a recommendation from the Chief Administrative Officer of the City of San Francisco regarding his recommendation to the Board of Supervisors to include a bond measure for a new de Young on the November 1996 election ballot; and be it

FURTHER RESOLVED, That the President and Director of Museums are hereby authorized to hold a public hearing to solicit comments about the rebuilding; and be it

FURTHER RESOLVED, That the Facilities Committee shall develop architectural guidelines for the new M. H. de Young Memorial Museum which respect the history and setting of Golden Gate Park.

B. Future of The Museum Society

On motion, duly second and carried unanimously, the following statement, which were approved at today's Museum Society Board meeting was ratified:

> Starting July 1, 1995, as their annual memberships expire, members of The Museum Society will be asked to select which museum they wish to join. The members benefits (including free admission to the Asian, the de Young, and the Legion) currently enjoyed by members of The Museum Society will be continued by both museums throughout the term of membership. After July 1, 1996, the institutions are free to adapt their programs to their individual needs, while maintaining the benefits of all then–current members.
>
> New membership cards, designating the chosen museum or museums, will be provided when members renew. New museum publications to replace Triptych will be introduced in January 1996.
>
> The Museum Society Membership Office will continue to function through June of next year. As members receive their renewal notices and designate their museum of choice, the membership personnel will be available to clarify the reorganization process. The Membership Office telephone number is (415) 750–3636.
>
> The loyal support of more than 40,000 members of The Museum Society is greatly valued by the Asian Art Museum and The Fine Arts Museums. It is hoped that many members will join both museums and enjoy the benefits that each institution will continue to provide.

The Asian Art Commission will meet on April 4, 1995 to ratify the statement. The statement will be placed in Triptych's June–August issue and the following two succeeding issues.

Meeting Schedule

A. Executive Committee Meetings - 1995

Date	Time	Location
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 7	Noon	233 Post Street, 6th Floor

D. Board of Trustees Meetings - 1995

Date	Time	Location
April 13*	3:00 p.m.	Gallery 23, de Young Museum (annual meeting)
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

*change of date from April 6

ADJOURNMENT - There being no further business, Chairman, Mrs. John N. Rosekrans, Jr., adjourned the meeting at 3:59 p.m.

Submitted by,

Delores C. Malone
Executive Secretary, COFAM

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SF Fine Arts Museums.

BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

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ANNUAL MEETING

Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA
Thursday, April 13, 1995
Time: 4:00 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

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1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting.

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There is accessible parking spaces (disabled-designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.
b) The Music Concourse area, east end (access from Tea Garden Drive).

continued---

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – Mrs. John N. Rosekrans, Jr., Chairman

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Richard P. Essey
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Morgan Flagg
Ms. Frankie Jacobs Gillette
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
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Mrs. W. Robert Phillips
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John N. Rosekrans, Jr.
Douglas W. Shorenstein
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William E. Steen
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non–Voting Officers
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

CHAIRMAN'S REPORT – Mrs. John N. Rosekrans, Jr.

A. Campaign 2000, Phase One Report (CPLH Seismic Strengthening and Trustee Improvements)

B. Other Informational Items

PRESIDENT – Richard W. Goss II

Approval of Minutes – Executive Committee of the Board of Trustees Meeting held on March 2, 1995 and the special Board of Trustees meeting on March 16, 1995 (copies mailed).

APPROVED_____

President's Report

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock – Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the

following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

APPROVED_____

B. Report on FY 1994–95 and FY 1995–96 COFAM Operating Budget

C. Other Informational Items

Annual Support Report – Wm. Laney Thornton, Vice President/Annual Support

Member Organization Reports

A. Artist Book Council – Mrs. Robert Marcus, (Emily), Chair

B. Council of the San Francisco Ceramic Circle – Malcolm Gutter, President

C. Achenbach Graphic Arts Council – Andrew C. McLaughlin III, Chair

D. Junior Arts Council – Henry Bandet, Chair

E. Textile Arts Council – Susan York, Chair

F. Volunteer Council – Catherine Ann Colby, Chair

Museum Society and Affliated Groups' Reports

A. Museum Society, David Jamison, Chair

B. Auxiliary – Mrs. James E. Palmer (Jean), Chair

C. Docent Council – Mrs. Douglas Scott (Midori), Chair

The Fine Arts Museums Foundation's Report – Charles Crocker, President

Nominating Committee's Report - In the absence of Trustee Frank Montgomery Woods, Chair - Trustee Robert J. Bransten

The Committee recommendations are as follows:

A. Board of Trustees By-Laws Amendments

Additions are indicated by underlining; deletions are indicated by double brackets [[ ]].

ARTICLE IV. Trustees

Section 12. Committees.
(c) Executive Committee.
(1) Composition. This Corporation shall have an Executive Committee composed of [[13]] 15 Trustees. The Chairman, the President and each Vice President of this Corporation and the members of the Executive Committee of The Fine Arts Museums of San Francisco shall be members of the Committee. Other members shall be elected annually by this Corporation's Board of Trustees.

Section 15. Number of Trustees. The number of Trustees shall be between [[thirty (30) and fifty-five (55)]] thirty-eight (38) and seventy-five (75) with the exact authorized number being set from time to time by the Board.

APPROVED____

B. Fixing Number of Trustees Positions #___

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty-eight and not more than seventy-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty-one until such number is changed by this Board.

APPROVED_____

C. Election of Officers:

Mrs. John N. Rosekrans, Jr.	Chairman
Richard W. Goss II	President
Wm. Laney Thornton	Vice President/Annual Support
Mrs. J. Alec Merriam	Vice President/Audience Dev.

---continued

Ms. Frankie Jacobs Gillette	Vice President/Civic Affairs
Robert J. Bransten	Vice President/Collections
William E. Steen	Vice President/Facilities
William A. Stimson	Vice President/Finance
Harry S. Parker III	Chief Executive Officer
Steve Dykes	Treasurer
Delores C. Malone	Secretary

Officer terms are for one year.

ELECTED_____

D. Election to COFAM's Executive Committee

The nominee for election to the fifteen person Executive Committee is Charles Crocker. The tenure is for one year.

ELECTED_____

Also, COFAM's Chairman, President, Vice-Presidents and the members of the Executive Committee of The Fine Arts Museums of San Francisco serve on the Executive Committee.

Meeting Schedule

A. Executive Committee Meetings - 1995

Date	Time	Location
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1995

Date	Time	Location
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT - Mrs. John N. Rosekrans, Jr.

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MINUTES
SIXTY-SEVENTH MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)
Thursday, April 13, 1995
Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, California

CALL TO ORDER:
A quorum being present, the annual meeting was called to order at 4:07 p.m. by Mrs. John N. Rosekrans, Jr., Chairman.

ROLL CALL:

TRUSTEES PRESENT:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Robert J. Bransten
Mrs. Ransom S. Cook
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Ms. Frankie Jacobs Gillette
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
Leonard E. Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. James K. McWilliams
Mrs. J. Alec Merriam, Vice President/Audience Development
Robert A. Mills
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Mrs. John N. Rosekrans, Jr., Chairman
Katharine Doyle Spann
William E. Steen
William A. Stimson, Vice President/Finance
Mrs. Alfred S. Wilsey
Alfred S. Wilsey

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TRUSTEES ABSENT

Mrs. Philip E. Bowles III
David A. Coulter
Belva Davis
Morgan Flagg
David Jamison
Alexander R. Mehran
Michael W. Michelson
Walter S. Newman
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Frank Montgomery Woods

Non-Voting Officers Present

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

President Goss conducted the meeting, and Mrs. Malone acted as Secretary.

CHAIRMAN'S REPORT – Mrs. John N. Rosekrans, Jr.

Campaign 2000, Phase One Report (CPLH Seismic Strengthening and Trustee Improvements)

Mrs. Rosekrans, Co-Chair of Campaign 2000, Phase One, reported that total commitments to date for the Legion Project exceed $23 million. The goal was $18.5 million. The extra funds allowed for additional project enhancements.

Chairman Mrs. Rosekrans reported that various events are being planned around the re-opening of the Legion of Honor which is scheduled on November 11, 1995.

PRESIDENT – Richard W. Goss II

Approval of Minutes – The minutes for the Executive Committee of the Board of Trustees meeting on March 2, 1995 and the special Board of Trustees meeting on March 16, 1995, having been mailed to all Trustees, were approved unanimously.

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 149:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

B. FY 1994–95 COFAM Operating Budget

Mr. Parker asked Mr. Dykes to speak about the COFAM Operating Budget Report at February 28, 1995. He reported that the February decline in earned revenue was anticipated in the budget plan, which looks to the Monet exhibit (3/25 – 5/29/95) to move into the black. This is a reasonable expectation given the extraordinary popularity of the first two weeks of the Monet run, which parallels the show's success in New Orleans.

Mr. Dykes pointed out that the latest cash flow projection for the Trustees Improvements component of the Legion Project shows a negative position mid–1995. A loan from a commercial lender has been arranged to cover a $1.8 million estimated shortfall. Accelerated pledge payments from Legion donors are encouraged to reduce borrowing needs and finance costs.

Annual Support Report

In the absence of Wm. Laney Thornton, Vice President of Annual Support, Trustee Mrs. Ransom S. Cook gave the Annual Support Report. She reported that annual contributions are close to budget. Renewals for the Museums Associates ($5,000 up) and Friends (up to $4,999) are going well. There were very good results from the cultivation events during the Kress exhibition –– three new Associates; one Associate upgrade; and five new Friends. Mrs. Cook spoke about the active schedule of cultivation events planned for the next three months.

Affiliated Member Organization Reports

For the annual Board meeting, the Affiliated Groups' Chairs gave either oral or written reports. The Affiliated Groups include:

A. Artist Book Council – Mrs. Robert Marcus, Chair
B. Council of the San Francisco Ceramic Circle – Malcolm Gutter, President
C. Achenbach Graphic Arts Council – Andrew C. McLauglin III, Chair
D. Junior Arts Council – Henry Bandet, Chair
E. Textile Arts Council – Susan York, Chair
F. Volunteer Council – Catherine Ann Colby, Chair

Museum Society and Affiliated Groups' Reports

The Museum Society's Affiliated Groups are The Auxiliary and the Docent Council. In the absence of Mrs. James E. Palmer, Chair of the Auxiliary, Mrs. James Forster, Chair of the 1995 Bouquets for Art, gave the report. The Docent Council's report was given by Mrs. Douglas Scott, Chair.

The Fine Arts Museums Foundation's Report

Trustee Charles Crocker, President of The Fine Arts Museums Foundation, reported that at the close of business on April 10, 1995, the Endowment Fund was valued at a historical high of $40,635,015 million. It was invested 46% in equities, 37% in bonds, 16% in cash and cash equivalents and 1% in global fixed income fund.

Nominating Committee's Report

In the absence of Trustee Frank Montgomery Woods, Chair of the Nominating Committee, Trustee Robert J. Bransten reported the Committee's recommendations as follows:

A. Board of Trustees By–Laws Amendments

Additions are indicated by underlining; deletions are indicated by double brackets [[ ]].

ARTICLE IV. Trustees

Section 12. Committees.
(c) Executive Committee.
(1) Composition. This Corporation shall have an Executive Committee composed of [[13]] 15 Trustees. The Chairman, the President and each Vice President of this Corporation and the members of the Executive Committee of The Fine Arts Museums of San Francisco shall be members of the Committee. Other members shall be elected annually by this Corporation's Board of Trustees.

Section 15. Number of Trustees. The number of Trustees shall be between [[thirty (30) and fifty-five (55)]] thirty-eight (38) and seventy-five (75) with the exact authorized number being set from time to time by the Board.

On motion, duly seconded and carried unanimously, the above two Board of Trustees By-Laws revisions were adopted.

In accordance with COFAM's By-Laws Article VI, section 4, the revisions will be submitted to FAMSF's Board of Trustees for ratification.

B. Fixing Number of Trustees Positions

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty-eight and not more than seventy-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty until such number is changed by this Board.

On motion, duly seconded and carried unanimously, the Fixing Number of Trustee Positions resolution was adopted as **BOARD RESOLUTION NUMBER 150:**

C. Election of Officers:

Mrs. John N. Rosekrans, Jr.	Chairman
Richard W. Goss II	President
Wm. Laney Thornton	Vice President/Annual Support
Mrs. J. Alec Merriam	Vice President/Audience Dev.
Ms. Frankie Jacobs Gillette	Vice President/Civic Affairs
Robert J. Bransten	Vice President/Collections
William E. Steen	Vice President/Facilities
William A. Stimson	Vice President/Finance
Harry S. Parker III	Chief Executive Officer
Steve Dykes	Treasurer
Delores C. Malone	Secretary

On motion, duly seconded and carried unanimously, the nominees were unanimously elected for one year terms and until their successors are elected. Each officer accepted his or her office.

D. Election to COFAM's Executive Committee

The nominee for election to the fifteen person Executive Committee was Charles Crocker. The tenure is for one year.

On motion, duly seconded and carried unanimously, Mr. Crocker was unanimously elected for a one year term and until his successor is elected.

Also, COFAM's Chairman, President, Vice-Presidents and the members of the Executive Committee of The Fine Arts Museums of San Francisco serve on the COFAM's fifteen member Executive Committee.

Meeting Schedule

A. Executive Committee Meetings - 1995

Date	Time	Location
May 11	Noon	233 Post Street, 6th Floor
September 14	Noon	233 Post Street, 6th Floor
December 1	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1995

Date	Time	Location
June 15	3:00 p.m.	Gallery 23, de Young Museum
October 19	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT - There being no further business, Chairman Mrs. John N. Rosekrans, Jr. adjourned the meeting at 4:35 p.m.

Submitted by,

Delores C. Malone
Executive Secretary, COFAM

Immediately following this meeting, the annual meeting of the members of The Fine Arts Museums Foundation was held.

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10.25 SF Fine Arts Museum

BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA
Thursday, June 15, 1995
Time: 4:00 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:

1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting.

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To arrange for the above services, please contact Delores Malone (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to No. 44 line (O'Shaughnessy).

For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled-designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.
b) The Music Concourse area, east end (access from Tea Garden Drive).

continued---

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collection
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Richard P. Essey
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Morgan Flagg
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
David Jamison
Leonard E. Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts

Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

PRESIDENT - Richard W. Goss II

Approval of Minutes - Executive Committee of the Board of Trustees Meeting held on May 11, 1995 (copies mailed).

APPROVED_____

President's Report

A. Appointment of Director's Review Committee

Chief Executive Officer's Report - Harry S. Parker III

A. Authority to Transfer Stock - Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

continued---

Authorized Individuals:
Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller
Robert M. Cullison, Assistant Controller

APPROVED_____

B. Authorization to Open Stock Brokerage Account at Alex Brown & Son, Inc. – Res. #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Treasurer and Controller of the Corporation to open an account in the name of the Corporation at the stock brokerage firm of Alex Brown & Son, Inc. for the sole purpose of receiving and selling gifted shares of stock to this Corporation; and be it

FURTHER RESOLVED, That this account remains in full force until rescinded or modified by this Board.

APPROVED_____

C. Covering Transfer of Securities at Alex Brown & Son, Inc. – Res. #__

RESOLVED, The Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize that any one of the following officers and employees of the Corporation of The Fine Arts Museums, to wit:

Harry S. Parker III, Chief Executive Officer;
Stephen E. Dykes, Treasurer; and
Barbara Boucke, Controller

be and he/she hereby is authorized to sell, assign, transfer or dispose of any stocks, bonds, or other securities now or hereafter owned or held by the Corporation at Alex Brown & Son, Inc.; and be it

FURTHER RESOLVED, That any Transfer Agent, Registrar or issuer of securities to whom a copy of this resolution shall be delivered may rely upon this resolution until such time as written notice of any change, amendment or cancellation thereof shall have been received by such Transfer Agent, Registrar or issuer of securities.

APPROVED_____

D. Authorization to Open Stock Brokerage Account at Magowan Dirickson Securities Inc. – Res. #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Treasurer and

Controller of the Corporation to open an account in the name of the Corporation at the stock brokerage firm of Alex Brown & Son, Inc. for the sole purpose of receiving and selling gifted shares of stock to this Corporation; and be it

FURTHER RESOLVED, That this account remains in full force until rescinded or modified by this Board.

APPROVED_____

E. Covering Transfer of Securities at Magowan Dirickson Securities Inc. -Res. #__

RESOLVED, That any one of the following officers and employees of the Corporation of The Fine Arts, to wit:

Harry S. Parker III, Chief Executive Officer;
Stephen E. Dykes, Treasurer; and
Barbara Boucke, Controller

be and he/she hereby is authorized to sell, assign, transfer or dispose of any stocks, bonds, or other securities now or hereafter owned or held by the Corporation at Magowan Dirickson Securities; and be it

FURTHER RESOLVED, That any Transfer Agent, Registrar or issuer of securities to whom a copy of this resolution shall be delivered may rely upon this resolution until such time as written notice of any change, amendment or cancellation thereof shall have been received by such Transfer Agent, Registrar or issuer of securities.

APPROVED_____

F. Bank Account Signers - Res. #__

WHEREAS, In October 1987, accordance with Board Resolution Number 4, the Corporation of The Fine Arts Museums established a bank account with Wells Fargo Bank, N.A. ("Wells Fargo) at the 5455 Geary Boulevard Branch, San Francisco; and

WHEREAS, From time to time, the bank account signers are changed by resolution (33, 91 and 121); now, therefore, be it

RESOLVED, That the Board of Trustees of Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any one of the following nine persons may sign checks or other instruments withdrawing funds from the account for $1,000 or less; that the signatures of two of the following nine are needed for checks or other instruments between $1,001 up to and including $10,000; and that for checks and other instruments over $10,000, one signatory of numbers 1-5 and one signatory of numbers 6-9 is required:

1) Harry S. Parker III, Chief Executive Officer
2) Stephen E. Dykes, Treasurer

3) Delores C. Malone, Secretary
4) Barbara Boucke, Controller
5) Robert M. Cullison, Assistant Controller
6) Richard W. Goss II, President
7) Georgette N. Rosekrans, Chairman
8) Charles Crocker, Trustee
9) William A. Stimson, Vice President/Finance; and be it

FURTHER RESOLVED, That the authorized check signer cannot be the sole signature on a check or other instrument paying an invoice he or she has previously authorized for payment; and be it

FURTHER RESOLVED, That Resolution Number 4 remains in full force except the names of the check signors have changed and be it

FURTHER RESOLVED, That Resolution Number 121 (Bank Account Signers) is hereby rescinded.

APPROVED_____

G. Safe Deposit Box Access – Res. #__

WHEREAS, The Executive Committee of the Corporation of The Fine Arts Museum at its November 5, 1995 authorized its Treasurer and Controller to sign a rental agreement for a safe deposit box at Wells Fargo Bank at 2 Grant Avenue and to rent a second box as the need may arise; and

WHEREAS, From time to time, the individuals who can have access to the box or boxes change; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize that any one of the following may have access to and control of the boxes' contents, including the right to remove all or part of them, and they may also surrender a box or boxes and release Wells Fargo Bank from all liability for a box or boxes:

Name	Title
1. Steven Nash	Associate Director and Chief Curator
2. Ted Greenberg	Registrar
3. Barbara Boucke	Controller
4. Robert M. Cullison	Assistant Controller
5. Delores C. Malone	Executive Secretary, Board of Trustees
6. Steve Dykes	Treasurer

and be it

FURTHER RESOLVED, That Resolution Number 115 (Safe Deposit Box Access) is hereby rescinded; and be it

FURTHER RESOLVED, That the safe deposit box or boxes rental agreement(s) will remain in force until Wells Fargo Bank receives written notice of revocation or modification at the office at which the safe deposit box or boxes are located.

APPROVED_____

H. Presentation of new Fine Arts Museums Membership Program

I. Financial Reports

1. FY 1994-95

2. Adoption of FY 1995-96 COFAM Operating Budget - Res. #__

APPROVED_____

J. Other Informational Items

Vice President/Finance 's Report - Trustee William A. Stimson

Appointment of Auditors - Res. #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby appoint Coopers & Lybrand as COFAM's independent public accountant to audit the COFAM balance sheet as of June 30, 1995 and the related statements of revenues, expenses and changes in fund balances for the year then ended; and be it

FURTHER RESOLVED, That Coopers & Lybrand is also appointed to audit the combined balance sheet of The Fine Arts Museums of San Francisco (FAM) as of June 30, 1995 and the related combined statements of revenues, expenses and changes in fund balances for the year then ended; and that the combined financial statements will include COFAM, The Fine Arts Museums Foundation (FAMF), and FAM as recorded on the books of the City and County of San Francisco; and be it

FURTHER RESOLVED, That the cost of the audited combined financial statement for COFAM, FAM and FAMF will be about $62,000 including out-of-pocket costs.

APPROVED_____

Annual Support Report - Wm. Laney Thornton, Vice President/Annual Support

The Museum Society's Report - David M. Jamison, Chair

The Fine Arts Museums Foundation's Report - Charles Crocker, President

Meeting Schedule

A. Executive Committee Meetings - 1995

Date	Time	Location
September 14	Noon	233 Post Street, 6th Floor
December 7	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1995

Date	Time	Location
October 19	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT

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MINUTES
SIXTY-NINTH MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Thursday, June 15, 1995
Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, California

CALL TO ORDER:
A quorum being present, the meeting was called to order at 4:31 p.m. by President Richard W. Goss II, in the absence of Mrs. John N. Rosekrans, Jr., Chairman.

ROLL CALL:

TRUSTEES PRESENT:
Ruth Asawa
Mrs. Ransom S. Cook
Belva Davis
Mrs. Ray Dolby
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
David R. Hoyer
David Jamison
Leonard E. Kingsley
Mrs. Gorham B. Knowles
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Robert A. Mills
Mrs. Julian Peabody
Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

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TRUSTEES ABSENT
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collection

David A. Coulter
Charles Crocker
Richard P. Essey
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Morgan Flagg
Reuben W. Hills III
George M. Marcus
Mrs. James K. McWilliams
Michael W. Michelson
Walter S. Newman
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Douglas W. Shorenstein
Wm. Laney Thornton, Vice President/Annual Support

Non-Voting Officers Present

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

President Goss conducted the meeting, and Mrs. Malone acted as Secretary.

PRESIDENT - Richard W. Goss II

Approval of Minutes - The minutes for the Executive Committee of the Board of Trustees meeting on May 11, 1995, having been mailed to all Trustees, were approved unanimously.

President's Report

A. Appointment of Director's Review Committee

In accordance with the Director of Museums' employment contract, a review and evaluation of his performance is due. President Goss will appoint a Director's Review Committee.

Chief Executive Officer's Report - Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 153:**

RESOLVED, That the Board of Trustees of the Corporation of The

Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Executive Director
Stephen E. Dykes, Treasurer
Barbara Boucke, Controller

B. Authorization to Open Stock Brokerage Account at Alex Brown & Son, Inc.

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 154:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Treasurer and Controller of the Corporation to open an account in the name of the Corporation at the stock brokerage firm of Alex Brown & Son, Inc. for the sole purpose of receiving and selling gifted shares of stock to this Corporation; and be it

FURTHER RESOLVED, That this account remains in full force until rescinded or modified by this Board.

C. Covering Transfer of Securities at Alex Brown & Son, Inc.

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 155:**

RESOLVED, The Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize that any one of the following officers and employees of the Corporation of The Fine Arts Museums, to wit:

Harry S. Parker III, Chief Executive Officer;
Stephen E. Dykes, Treasurer; and
Barbara Boucke, Controller

be and he/she hereby is authorized to sell, assign, transfer or dispose of any stocks, bonds, or other securities now or hereafter owned or held by the Corporation at Alex Brown & Son, Inc.; and be it

FURTHER RESOLVED, That any Transfer Agent, Registrar or issuer of securities to whom a copy of this resolution shall be delivered may rely

upon this resolution until such time as written notice of any change, amendment or cancellation thereof shall have been received by such Transfer Agent, Registrar or issuer of securities.

D. Authorization to Open Stock Brokerage Account at Magowan Dirickson Securities Inc.

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 156:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Treasurer and Controller of the Corporation to open an account in the name of the Corporation at the stock brokerage firm of Magowan Dirickson Securities Inc. for the sole purpose of receiving and selling gifted shares of stock to this Corporation; and be it

FURTHER RESOLVED, That this account remains in full force until rescinded or modified by this Board.

E. Covering Transfer of Securities at Magowan Dirickson Securities Inc.

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 157:**

RESOLVED, That any one of the following officers and employees of the Corporation of The Fine Arts, to wit:

Harry S. Parker III, Chief Executive Officer;
Stephen E. Dykes, Treasurer; and
Barbara Boucke, Controller

be and he/she hereby is authorized to sell, assign, transfer or dispose of any stocks, bonds, or other securities now or hereafter owned or held by the Corporation at Magowan Dirickson Securities; and be it

FURTHER RESOLVED, That any Transfer Agent, Registrar or issuer of securities to whom a copy of this resolution shall be delivered may rely upon this resolution until such time as written notice of any change, amendment or cancellation thereof shall have been received by such Transfer Agent, Registrar or issuer of securities.

F. Bank Account Signers

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 158:**

WHEREAS, In October 1987, accordance with Board Resolution Number 4, the Corporation of The Fine Arts Museums established a bank account with Wells Fargo Bank, N.A. ("Wells Fargo) at the 5455 Geary

Boulevard Branch, San Francisco; and

WHEREAS, From time to time, the bank account signers are changed by resolution (33, 91 and 121); now, therefore, be it

RESOLVED, That the Board of Trustees of Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any one of the following nine persons may sign checks or other instruments withdrawing funds from the account for $1,000 or less; that the signatures of two of the following nine are needed for checks or other instruments between $1,001 up to and including $10,000; and that for checks and other instruments over $10,000, one signatory of numbers 1–5 and one signatory of numbers 6–9 is required:

1) Harry S. Parker III, Chief Executive Officer
2) Stephen E. Dykes, Treasurer
3) Delores C. Malone, Secretary
4) Barbara Boucke, Controller
5) Robert M. Cullison, Assistant Controller
6) Richard W. Goss II, President
7) G. N. Rosekrans, Chairman
8) Charles Crocker, Trustee
9) William A. Stimson, Vice President/Finance; and be it

FURTHER RESOLVED, That the authorized check signer cannot be the sole signature on a check or other instrument paying an invoice he or she has previously authorized for payment; and be it

FURTHER RESOLVED, That Resolution Number 4 remains in full force except the names of the check signors have changed and be it

FURTHER RESOLVED, That Resolution Number 121 (Bank Account Signers) is hereby rescinded.

G. Safe Deposit Box Access

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 159:**

WHEREAS, The Executive Committee of the Corporation of The Fine Arts Museum at its November 5, 1992 authorized its Treasurer and Controller to sign a rental agreement for a safe deposit box at Wells Fargo Bank at 2 Grant Avenue and to rent a second box as the need may arise; and

WHEREAS, From time to time, the individuals who can have access to the box or boxes change; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize that any one of the following may have access to and control of the boxes' contents, including the right to remove

all or part of them, and they may also surrender a box or boxes and release Wells Fargo Bank from all liability for a box or boxes:

Name	Title
1. Steven Nash	Associate Director and Chief Curator
2. Ted Greenberg	Registrar
3. Barbara Boucke	Controller
4. Robert M. Cullison	Assistant Controller
5. Delores C. Malone	Executive Secretary, Board of Trustees
6. Steve Dykes	Treasurer

and be it

FURTHER RESOLVED, That Resolution Number 115 (Safe Deposit Box Access) is hereby rescinded; and be it

FURTHER RESOLVED, That the safe deposit box or boxes rental agreement(s) will remain in force until Wells Fargo Bank receives written notice of revocation or modification at the office at which the safe deposit box or boxes are located.

H. Fine Arts Museums Auxiliary Affiliation

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 160:**

WHEREAS, The Board of Trustees of The Fine Arts Museums of San Francisco at its June 15, 1995 meeting recognized the Fine Arts Museums Auxiliary as an affiliated organization in support of The Fine Arts Museums of San Francisco, and that the Auxiliary's financial affairs will be handled by the Corporation of The Fine Arts Museums; and

WHEREAS, It is highly desirable that the Fine Arts Museums Auxiliary support group be associated with the Corporation since its sole purpose is for the support of The Fine Arts Museums; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby recognize the Fine Arts Museums Auxiliary as an affiliated organization of The Fine Arts Museums; and be it

FURTHER RESOLVED, That on behalf of the Fine Arts Museums Auxiliary, the Corporation will handle its financial affairs; and be

FURTHER RESOLVED, That the Fine Arts Museums Auxiliary Board shall report on its activities at the annual meeting of the Board of Trustees of the Corporation of The Fine Arts Museums.

I. Presentation of new Fine Arts Museums Membership Program

Trustee David M. Jamison, Chairman of The Museum Society, showed a mockup of the logo for the new Fine Arts Museums membership program. He also presented a copy of the new membership card and the solicitation brochure. Starting July 1, 1995, Museum Society members will be asked to become a member of the Fine Arts Museums, the Asian Art Museum, or both.

Beginning in January, there will a new membership magazine for the Fine Arts Museums membership program.

J. COFAM's Financial Reports

1. FY 1994–95 Operating Budget Report

The ten month financial report for the period ending April 30, 1995 was distributed. The report reflected, as anticipated, that the Monet exhibit (3/25 – 6/4/95) moved the budget into the black.

2. Review and Approval of FY 1995–96 COFAM Operating Budget

Mr. Dykes reported that the $11.3 million budget is balanced by relying on the one–time event of double membership support from both the last payment from The Museum Society and the start up of the new FAM membership program. Unless steps are taken to increase resources and curb expenses in FY 1996–97, the potential exists for a structural deficit of about $700,000. Management is working closely with the Budget Committee and Annual Support Committee to produce a balanced budget plan in Fy 1996–97.

A copy of COFAM's FY 1995–96 Operating Budget Proposal with Summary Notes to the budget was mailed to each Trustee prior to the meeting.

Mr. Parker and Mr. Dykes presented the following resolution which was unanimously adopted as **BOARD RESOLUTION NUMBER 161:**

COFAM Balanced Budget

WHEREAS, The Board of Trustees of the Corporation of The Fine Arts Museums is strongly committed to the policy of achieving a balanced operating budget in every fiscal year; and

WHEREAS, Balanced budgets are key to the financial stability of the museum and to the sound management of its resources; and

WHEREAS, A balanced operating budget has been achieved in all of COFAM's previous fiscal years, and a surplus is projected for the current year; and

WHEREAS, The COFAM Budget Committee has reviewed the Chief

Executive Officer's budget proposal for FY 1995–96 and noted that it is only in balance because of the one–time event of double membership support, including both the last distribution of the Museum Society's annual surplus, as well as the anticipated dues income from the new FAM membership program; and

WHEREAS, The FY 1996–97 budget is projected to have a shortfall of at least $700,000 in the absence of double membership support unless steps are taken as outlined by the CEO to increase contributions, enhance revenues, deliver a break even exhibition program, and cut operating expenses; and

WHEREAS, At its June 9, 1995 meeting, the Budget Committee recommended the CEO's FY 1995–96 budget proposal to the Board of Trustees with three provisos: (1) that the model balanced budget plan for FY 1996–97 be refined as quickly as possible; (2) that depreciation expenses become part of the budget planning process; and (3) that any year–end surpluses after depreciation costs be earmarked to build the COFAM Reserve; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby instruct the CEO to take the necessary actions to carry out the Board's balanced budget policy in FY 1995–96 and in succeeding years; and be it

FURTHER RESOLVED, That upon the recommendation of the COFAM Budget Committee, the Board approves the balanced COFAM

FY 1995–96 Operating Budget Proposal of $11,325,096 subject to the Budget Committee's three provisos.

K. Personnel Appointments

1. Barbara Boucke has been appointed Acting Deputy Director for Development effective July 1, 1995.

2. Robert M. Cullison has been appointed Acting Controller effective July 1, 1995.

L. Future Personnel Appointments

1. Ethnographic Textile Curator –– there will be a search for a candidate.

2. Chair of the Ednah Root Curator of American Paintings is expected to be filled by Fall.

Vice President/Finance 's Report – Trustee William A. Stimson, Vice President/Finance

In the absence of William A. Stimson, Vice President of Finance, Trustee Harry H. Wetzel, Chair of the Audit Committee, presented the following resolution which was unanimously adopted as **BOARD RESOLUTION NUMBER 162:**

Appointment of Auditors

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby appoint Coopers & Lybrand as COFAM's independent public accountant to audit the COFAM balance sheet as of June 30, 1995 and the related statements of revenues, expenses and changes in fund balances for the year then ended; and be it

FURTHER RESOLVED, That Coopers & Lybrand is also appointed to audit the combined balance sheet of The Fine Arts Museums of San Francisco (FAM) as of June 30, 1995 and the related combined statements of revenues, expenses and changes in fund balances for the year then ended; and that the combined financial statements will include COFAM, The Fine Arts Museums Foundation (FAMF), and FAM as recorded on the books of the City and County of San Francisco; and be it

FURTHER RESOLVED, That the cost of the audited combined financial statement for COFAM, FAM and FAMF will be about $62,000 including out–of–pocket costs.

Annual Support Report

In the absence of Wm. Laney Thornton, Vice President of Annual Support, President Goss gave the Annual Support Report. He stated that annual contributions stand at about $1.1 million as of April 30, 1995. Although, there has been a considerable amount of activity in May and the first half of June, he urged Friends (up to $4,999) and Museums Associates ($5,000 and up) who have an outstanding pledge or a renewal to get their checks in by June 30, so that the adjusted $1.6 annual support goal will be reached.

President Goss reported on the following events:

1) "Bogey Down with The Fine Arts Museums" on May 20 was presented by the Friends and was very successful; and

2) The Annual Lunch on June 6 with guest speaker Philippe de Montebello, Director of The Metropolitan Museum, was the largest ever, with nearly 300 guests.

He reported that future events include:

1) The opening reception for the exhibition, Facing Eden: 100 Years of Landscape

Art in the Bay Area is June 22 and includes Friends, Associates and Major Annual Donors.

2) The June 24th reception commemorating the 50th anniversary of the United Nations is for Trustees and Museum Associates only.

The Museum Society's Report – David M. Jamison, Chair

Trustee David M. Jamison, Chairman of The Museum Society, reported that because of the Monet exhibition, the revenue for the Society will be about $250,000 greater than anticipated. The current membership stands at 50,000.

The Fine Arts Museums Foundation's Report – Charles Crocker, President

In the absence of Charles Crocker, President of The Fine Arts Museums Foundation, President Goss gave the Foundation's Endowment Fund report. He stated that at the close of business on June 13, 1995, the Endowment Fund was valued at a record high of $42,614,806. It was invested in 47% in equities; 46% in bonds; 5% in cash and cash equivalents and 2% in a global fixed income fund.

Meeting Schedule

A. Executive Committee Meetings – 1995

Date	Time	Location
September 14	Noon	233 Post Street, 6th Floor
December 7	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings – 1995

Date	Time	Location
October 19	3:00 p.m.	Gallery 23, de Young Museum

C. Executive Committee Meetings – 1996

Date	Time	Location
February 15	Noon	233 Post Street, 6th Floor
March 14	Noon	233 Post Street, 6th Floor
May 9	Noon	233 Post Street, 6th Floor
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

D. Board of Trustees Meetings – 1996

Date	Time	Location
January 18	3:00 p.m.	Board Room, Legion of Honor
April 11 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT – There being no further business, the President adjourned the meeting at 5:02 p.m.

Submitted by,

Delores C. Malone
Executive Secretary, COFAM

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ADJOURNMENT – There being no further business, the President adjourned the meeting at 5:02 p.m.

Submitted by,

Delores C. Malone
Executive Secretary, COFAM

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BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

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Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, CA
Thursday, October 19, 1995
Time: 4:00 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:

1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting.

To arrange for the above services, please contact Delores Malone (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to No. 44 line (O'Shaughnessy).

For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled-designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive.
b) The Music Concourse area, east end (access from Tea Garden Drive).

continued---

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order – Mrs. John N. Rosekrans, Jr., Chairman

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collection
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Richard P. Essey
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Morgan Flagg
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
David Jamison
Leonard E. Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts

Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

CHAIRMAN'S REPORT – Mrs. John N. Rosekrans, Jr.

PRESIDENT – Richard W. Goss II

Approval of Minutes – Executive Committee of the Board of Trustees Meeting held on September 14, 1995 (copies mailed).

APPROVED_____

President's Report

A. Formation of the Committee for A New de Young Museum – Resolution #__

WHEREAS, It is the intent of the Board of Trustees of The Fine Arts Museums of San Francisco to have a bond issue on the November 1996 San Francisco ballot for a new de Young Museum; and

WHEREAS, In order to properly manage the presentation of the bond issue to the San Francisco electorate, there should be a campaign committee responsible for all matters regarding the submission and support of the ballot issue; now therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Board President to make the necessary appointments to a Committee for A New de Young Museum to support the November 1996 ballot issue.

APPROVED_____

B. Director's Review

WHEREAS, After consulting with Trustees and senior staff members, the Director's Review Committee recommended that the Director's Employment Agreement be renewed; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, in conjunction with the Board of Trustees of the Fine Arts Museums of San Francisco, does hereby authorize the Board President to conclude and sign a three year agreement with Harry S. Parker, Chief Executive Officer of the Corporation and Director of Museums, for the period July 1, 1995 through June 30, 1998, with a review and evaluation of performance during the last six months of the agreement.

APPROVED_____

C. Informational Items

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock – Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Acting Director of Development
Robert M. Cullison, Acting Controller

APPROVED_____

B. Financial Reports

1. Report on Unaudited FY 1994–95 COFAM Year End Operating Budget

2. Report on FY 1995–96 COFAM Operating Budget

C. Other Informational Items

Audience Development and Education Report – Mrs. J. Alec Merriam, Vice President/Audience Development

Annual Support Report – Wm. Laney Thornton, Vice President/Annual Support

The Museum Society's Report – David M. Jamison, Chair

The Fine Arts Museums Foundation's Report – Charles Crocker, President

Meeting Schedule

A. Executive Committee Meetings – 1995

Date	Time	Location
December 7	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings – 1995

Date	Time	Location
October 19	3:00 p.m.	Gallery 23, de Young Museum

C. Executive Committee Meetings – 1996

Date	Time	Location
February 15	Noon	233 Post Street, 6th Floor
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D. Board of Trustees Meetings – 1996

Date	Time	Location
January 18	3:00 p.m.	Board Room, Legion of Honor
April 11 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT – Mrs. John N. Rosekrans, Jr.

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MINUTES
SEVENTIETH-FIRST MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Thursday, October 19, 1995
Gallery 23, M. H. de Young Memorial Museum
Golden Gate Park, San Francisco, California

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CALL TO ORDER:

A quorum being present, the meeting was called to order at 5:11 p.m. by President Richard W. Goss II, in the absence of Mrs. John N. Rosekrans, Jr., Chairman.

ROLL CALL:

TRUSTEES PRESENT:

Ruth Asawa
George McNear Bowles
Mrs. Philip E. Bowles III
Mrs. Ransom S. Cook
Richard P. Essey
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
George M. Marcus
Robert A. Mills
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

TRUSTEES ABSENT

Mrs. George E. Black
Robert J. Bransten, Vice President/Collection
David A. Coulter
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Morgan Flagg

Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
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John N. Rosekrans, Jr.
Douglas W. Shorenstein
William A. Stimson, Vice President/Finance
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel

Non-Voting Officers Present

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

President Goss conducted the meeting, and Mrs. Malone acted as Secretary.

PRESIDENT - Richard W. Goss II

Approval of Minutes - The minutes for the Executive Committee of the Board of Trustees meeting on September 14, 1995, having been mailed to all Trustees, were approved unanimously.

President's Report

A. Formation of the Committee for A New de Young Museum

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 163:**

WHEREAS, It is the intent of the Board of Trustees of The Fine Arts Museums of San Francisco to have a bond issue on the November 1996 San Francisco ballot for a new de Young Museum; and

WHEREAS, In order to properly manage the presentation of the bond

issue to the San Francisco electorate, there should be a campaign committee responsible for all matters regarding the submission and support of the ballot issue; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Board President to make the necessary appointments to a Committee for A New de Young Museum to support the November 1996 ballot issue.

B. Director's Review

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 164:**

WHEREAS, After consulting with Trustees and senior staff members, the Director's Review Committee recommended that the Director's Employment Agreement be renewed; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, in conjunction with the Board of Trustees of the Fine Arts Museums of San Francisco, does hereby authorize the Board President to conclude and sign a three year agreement with Harry S. Parker, Chief Executive Officer of the Corporation and Director of Museums, for the period July 1, 1995 through June 30, 1998, with a review and evaluation of performance during the last six months of the agreement.

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 165:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Acting Director of Development
Robert M. Cullison, Acting Controller

B. Financial Reports

1. Unaudited FY 1994–95 COFAM Year End Operating Budget

Mr. Dykes highlighted the FY 1994–95 COFAM Year End Operating Budget Report, which was distributed. The year ended with a pre–audit operating surplus of $409,262 before depreciation costs of about $214,172.

2. FY 1995–96 COFAM Operating Budget

The two month financial report for the period ending August 31, 1995 was distributed. Mr. Dykes noted that summer attendance was much lower then anticipated from the Asian's Mongolia show and FAM's Facing Eden exhibition. Consequently, general admissions and store revenues are lagging considerably. The COFAM Reserve was a healthy $2,638,571 on August 31st.

Annual Support Report – Wm. Laney Thornton, Vice President/Annual Support

The annual support goal for FY 1995–96 is $1.8 million. For the year ended June 30, 1995, annual support reached $1.6 million. He noted that Trustee support counts for about 40% of the total.

In September and October, the Museum gained twenty–nine new Friends ($1,000 – $2,499). There is a new donor category –– Patrons ($2,500 – $4,999). The Museums Associates ($5,000 and up) trip to Los Angeles was very successful.

The Museum Society's Report – David M. Jamison, Chair

In the absence of Trustee David M. Jamison, Chair of The Museum Society, President Goss asked Paula March, Deputy Director of Marketing and Membership to report on membership results. She reported that there are about 47,000 active Museum Society member. Starting in July 1995, as Museum Society memberships expire, members are being asked to join the Fine Arts Museums or Asian Art Museum or both. Ms. March explained that to date about 8,000 became members of the Fine Arts Museums, 358 joined the Asian and 762 chose to support both Museums. By the end of the fiscal year, the new FAM membership may grow to 40,000.

The Fine Arts Museums Foundation's Report – Charles Crocker, President

In the absence of Charles Crocker, President of The Fine Arts Museums Foundation, President Goss gave the Foundation's Endowment Fund report. He stated that at the close of business on October 17, 1995, the Endowment Fund was valued at $43,330,309. It was invested 50% equities; 43% in fixed income; 7% in cash and cash equivalents.

Meeting Schedule

A. Executive Committee Meetings – 1995

Date	Time	Location
December 7	Noon	233 Post Street, 6th Floor

B. Executive Committee Meetings – 1996

Date	Time	Location
February 15	Noon	233 Post Street, 6th Floor
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C. Board of Trustees Meetings – 1996

Date	Time	Location
January 18	3:00 p.m.	Board Room, Legion of Honor
April 11 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT – There being no further business, the President adjourned the meeting at 5:30 p.m.

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SF Fine Arts Museums

BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

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Board Room, California Palace of the Legion of Honor
Lincoln Park, San Francisco, California
Thursday, January 18, 1996
Time: 4:00 p.m. or such earlier time as the FAMSF Board of Trustees ends, but in no event before **3:00 p.m.**

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DOCUMENTS DEPT.
JAN 12 1996
SAN FRANCISCO PUBLIC LIBRARY

1/18/96

AGENDA

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In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 18 line stops in front of the Legion.

For access to the Legion from downtown take MUNI's wheelchair-accessible No. 38 line (Geary) to 33rd and Clement and connect with No. 18 lines. For more information about MUNI's accessible services, call (415) 923-6142.

There is accessible parking spaces (disabled-designated available in front of the Legion.

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

Calling of the Meeting to Order - Mrs. John N. Rosekrans, Jr., Chairman

Calling of the Roll:

TRUSTEES:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collection
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Richard P. Essey
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Morgan Flagg
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
David Jamison
Leonard E. Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.

Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

CHAIRMAN'S REPORT – Mrs. John N. Rosekrans, Jr.

PRESIDENT – Richard W. Goss II

Approval of Minutes – Executive Committee of the Board of Trustees Meeting held on December 7, 1995 (copies mailed).

APPROVED_____

President's Report

A. Report on Extension of Repayment Date of the Loan from the Bernard Osher Foundation's Sculpture Garden Fund, which is held by the Corporation of the Fine Arts Museums (COFAM) to Finance de Young Temporary Repairs.

B. Other Informational Items

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock – Resolution #__

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Acting Director of Development
Robert M. Cullison, Acting Controller

APPROVED_____

B. Financial Reports

1. Report on FY 1995-96 COFAM Operating Budget

C. Other Informational Items

Annual Support Report - Wm. Laney Thornton, Vice President/Annual Support

Audit Committee's Report - Harry H. Wetzel, Chair

A. Cooper & Lybrand Presentation

B. Acceptance of Auditor's Financial Statements for the Year Ended June 30, 1995

WHEREAS, Coopers & Lybrand submitted to the Corporation of The Fine Arts Museums (COFAM) Audit Committee draft Combined Financial Statements for the year ended June 30, 1995, including COFAM, The Fine Arts Museums Foundation, and The Fine Arts Museums of San Francisco as a department of the City and County of San Francisco; and

WHEREAS, On December 12, 1995, the COFAM Audit Committee reviewed these financial statements and recommended that the COFAM Board of Trustees accept them; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, upon the recommendation of the COFAM Audit Committee, does hereby accept the Coopers & Lybrand Combined Financial Statements of The Fine Arts Museums of San Francisco for the year ended June 30, 1995.

APPROVED_____

Membership and Marketing Committee's Report - David M. Jamison, Chair

The Fine Arts Museums Foundation's Report - Charles Crocker, President

Meeting Schedule

A. Executive Committee Meetings - 1996

Date	Time	Location
February 15	Noon	233 Post Street, 6th Floor
March 14	Noon	233 Post Street, 6th Floor
May 9	Noon	233 Post Street, 6th Floor
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

D. Board of Trustees Meetings - 1996

Date	Time	Location
April 11 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT

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1/18/96

MINUTES
SEVENTIETH-THIRD MEETING
BOARD OF TRUSTEES
CORPORATION OF THE FINE ARTS MUSEUMS (COFAM)

Thursday, January 18, 1996
Board Room, California Palace of the Legion of Honor
Lincoln Park, San Francisco, California

CALL TO ORDER:

A quorum being present, the meeting was called to order at 4:56 p.m. by President Richard W. Goss II, in the absence of Mrs. John N. Rosekrans, Jr., Chairman.

ROLL CALL:

TRUSTEES PRESENT:

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collection
Mrs. Ransom S. Cook
Charles Crocker
Belva Davis
Richard P. Essey
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Morgan Flagg
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
David Jamison
Mrs. Gorham B. Knowles
Alexander R. Mehran
Mrs. J. Alec Merriam, Vice President/Audience Development
Robert A. Mills
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Steven MacGregor Read
Waldemar Rojas
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance

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Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

TRUSTEES ABSENT

David A. Coulter
Mrs. Ray Dolby
Leonard E. Kingsley
George M. Marcus
Mrs. James K. McWilliams
Michael W. Michelson
Walter S. Newman
Kenneth Rainin
George R. Roberts
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Douglas W. Shorenstein
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel

Non-Voting Officers
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Delores Malone, Executive Secretary

President Goss conducted the meeting, and Mrs. Malone acted as Secretary.

PRESIDENT - Richard W. Goss II

Approval of Minutes - The minutes of the Executive Committee of the Board of Trustees meeting on December 7, 1995, having been mailed to all Trustees, were approved unanimously.

President's Report

A. Repayment Date Extension of the Loan from the Bernard Osher Foundation's Sculpture Garden Fund Held by COFAM to Finance de Young Temporary Seismic Repairs.

The M.H. de Young Memorial Museum temporary seismic repairs were financed by a loan from the Bernard Osher Foundation's Sculpture Garden Fund, which is held by the Corporation of The Fine Arts Museums (COFAM). The amount of the loan with accrued interest was $2,350,898 on June 30, 1995. The Osher loan terms require payment with reasonable interest from either City bond fund proceeds or the COFAM Board of Trustees by December 31, 1995.

Since a de Young bond improvement measure will not be ready for the ballot until November 1996, the Museums requested an extension of the repayment date to December 31, 1997, which was subsequently approved by letter dated December 15, 1995 from Bernard Osher, on behalf of the foundation's Executive Committee.

Chief Executive Officer's Report – Harry S. Parker III

A. Authority to Transfer Stock

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 166:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director of Development
Robert M. Cullison, Controller

B. Authorization to Open An Account at a Stock Brokerage Firm

On motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 167:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Treasurer and Controller of the Corporation to open an account in the name of the Corporation at the stock brokerage firm of Alex. Brown & Sons, Incorporated for the sole purpose of receiving and selling gifted shares of stock to this Corporation; and be it

FURTHER RESOLVED, That this account remains in full force until rescinded or modified by this Board.

C. FY 1995–96 COFAM Operating Budget

The five month financial report for the period ending November 30,

1995 was distributed. Steve Dykes reported that cumulative operating budget bottom line was better than the original budget expectation. The COFAM reserve was $2,267,185 on November 30, 1995 -- well above the $2 million minimum required by board policy.

It was noted that the December budget report will capture the tremendous positive impact that the reopening of the Legion has had on admissions fees and store sales.

Mr. Parker reported that the exhibition, Pergamon: The Telephos Frieze from the Great Altar opened this week at the Metropolitan Museum of Art. In February, Faberge in America will open at the Metropolitan. Both exhibitions were organized by the Fine Arts Museums. In late spring, Faberge will run at the deYoung, Pergamon at the Legion.

Annual Support Report - Wm. Laney Thornton, Vice President/Annual Support

In the absence of Trustee Wm. Laney Thornton, Vice President of Annual Support, Trustee Mrs. Ransom S. Cook, Chair of the Associates Committee gave the annual support report.

Annual contributions are running $345,000 ahead of projection. Some of this is due to new donors (Friends, Museum Associates and National Council members).

Fifty new Friends ($1,000 - $2,499) have been added to the roster since the December report, bringing the total to 382. This group of donors has shown tremendous growth, thanks to the efforts of Trustee Mrs. Philip E. Bowles III Friends Committee. Special previews of the exhibitions, Audubon, Pergamon and Faberge will provide new membership.

Patrons ($2,500-$4,999) have grown to ten. This is a new category of donors, which includes an Art and Technology group headed by Trustee Mrs. Richard Goodyear.

Twelve new Museum Associates ($5,000 and up) have been added to the roster, bringing the total to 117. Both the Director's Circle ($25,000 and up) and the Chief Curator Circle ($10,000 - $24,999) gained two each. Eight new members joined at the Curators Circle level ($5,000-$9,999). The Associates program is headed by Trustee Mrs. Ransom S. Cook.

The National Council has 63 active members, thanks to the efforts of Trustee Emeritus Leonard Kingsley and Harry Parker. So far this fiscal year, National Council members have contributed $36,000.

Audit Committee's Report - Harry H. Wetzel, Chair

In the absence of Harry H. Wetzel, Chair of the Audit Committee , President Goss reported that the Audit Committee met on December 12, 1995 and reviewed the

financial statements for the year ended June 30, 1995 with Coopers & Lybrand. President Goss asked Ms. Judith Rothman, Director of Nonprofit Practices at Coopers, to summarize the audit. Also present was the Museums' audit partner at Coopers, William G. Ritchie.

After the presentation, on motion, duly seconded and carried unanimously, the following resolution was adopted as **BOARD RESOLUTION NUMBER 168.**

WHEREAS, Coopers & Lybrand submitted to the Corporation of The Fine Arts Museums (COFAM) Audit Committee draft Combined Financial Statements for the year ended June 30, 1995, including COFAM, The Fine Arts Museums Foundation, and The Fine Arts Museums of San Francisco as a department of the City and County of San Francisco; and

WHEREAS, On December 12, 1995, the COFAM Audit Committee reviewed these financial statements and recommended that the COFAM Board of Trustees accept them; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, upon the recommendation of the COFAM Audit Committee, does hereby accept the Coopers & Lybrand Combined Financial Statements of The Fine Arts Museums of San Francisco for the year ended June 30, 1995.

It was noted that because of new auditing requirements, the financial statements for the year ended June 30, 1996 will be presented in a different format.

Membership and Marketing Committee's Report – David M. Jamison, Chair

Trustee David Jamison showed a copy of the first issue of the Fine Arts Museums magazine, which is a publication of the Museums' Media Relations Department. He congratulated Pamela Forbes, Director of Media Relations, on its presentation.

Of the group of Museum Society members choosing between the two new Museum Membership programs, 96% are going to the Fine Arts Museums. By the end of the fiscal year, the new FAM membership may grow to 40,000.

The Fine Arts Museums Foundation's Report – Charles Crocker, President

At the close of business on January 17, 1996, the Endowment Fund was at a record high of $45,126,138. The fund is managed by two money managers, RCM Capital Management and Brinker Capital. It was invested 51% in equities; 44% in fixed income; 5% in cash and cash equivalents.

Meeting Schedule

A. Executive Committee Meetings – 1996

Date	Time	Location
February 15 **(cancelled)**	Noon	233 Post Street, 6th Floor
March 14	Noon	233 Post Street, 6th Floor
May 9	Noon	233 Post Street, 6th Floor
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

D. Board of Trustees Meetings – 1996

Date	Time	Location
April 11 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

ADJOURNMENT – There being no further business, the President adjourned the meeting at 5:12 p.m.

Submitted by

Delores C. Malone
Executive Secretary, COFAM

MCOFAM96.Jan

FINE ARTS MUSEUMS of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

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4/11/96

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Annual Meeting

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SAN FRANCISCO
PUBLIC LIBRARY

M. H. de Young Memorial Museum, Gallery 23
Golden Gate Park
San Francisco, California
Thursday, April 11, 1996, 4:00 p.m.*

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:

1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750-3669 at least two working days prior to meeting.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

***Or such earlier time as the Annual Meeting of the Board of Trustees of the Fine Arts Museums of San Francisco ends, but in no event before 3:00 p.m.**

Administrative Offices
233 Post Street, San Francisco, CA 94108-5003
tel: 415.750.3600 fax: 415.750.7686

For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to the No. 44 line (O'Shaughnessy).

For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to the No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled–designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive).

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

ORDER OF BUSINESS

I. Calling of the Meeting to Order - President Richard W. Goss II

II. Calling of the Roll

Trustees

Ruth Asawa
Mrs. George E. Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collection
Barbara Bohannon Carleton
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Richard P. Essey
Mrs. John V. Erickson
George Hopper Fitch
Richard H. Finn
Morgan Flagg
Mara Fritz
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
Beverly James
David M. Jamison, Vice President/Audience Development
Leonard E. Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. James K. McWilliams
Alexander R. Mehran
J. Alec Merriam
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody

II. Calling of the Roll (con't)

Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
Mrs. John N. Rosekrans, Jr., Chairman
John N. Rosekrans, Jr.
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Burl Toler
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Alfred S. Wilsey
Frank Montgomery Woods

Non–Voting Officers
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

III. Report of the President - Richard W. Goss II

A Approval of the March 14, 1996 Minutes of the Executive Committee of the Board of Trustees (See Appendix A)

B. Report on the Campaign for A New de Young Museum - Mrs. Alfred S. Wilsey, Chair

C. Status of Trustee Pledge for A New de Young Museum

D. Other Informational Items

IV. Report of the Chief Executive Officer - Harry S. Parker III

- **A. Report on FY 1995-96 and FY 1996-97 COFAM Operating Budget** - (See Appendix B)
- **B. Other Informational Items**

V. Report of the Annual Support Committee - Wm. Laney Thornton, Chair and Vice President for Annual Support

VI. Reports of Supporting Organizations

- **A. Achenbach Graphic Arts Council** - Andrew C. McLauglin III, Chair*
- **B. American Art Study Center Advisory Council** - Nancy Boas, Chair
- **C. Artist Book Council** - Aristides Demetrios, Chair
- **D. The Docent Council** - Mrs. David Bancroft, Chair
- **E. European Decorative Arts Council** - Adolphus Andrews, Jr. and Mrs. Robert A. Magowan, Co-chairs
- **F. Fine Arts Museums Auxiliary** - Mrs. John N. Callander, Chair*
  - **1. Bouquets to Art Report** - Mrs. James Forster, Chair*
- **G. Flower Committee** - Peggy Blatchford, Chair
- **H. Junior Arts Council** - Reese Willis, Chair *
- **I. National Council** - Mrs. Harry H. Wetzel, Vice Chair*
- **J. San Francisco Ceramic Circle** - Malcolm D. Gutter, President*
- **K. Textile Arts Council** - Susan York, Chair
- **L. Twentieth Century Council** - Lindsay Joost and Michael Wilsey, Co-chairs
- **M. Volunteer Council** - Meline Giannini, Chair, Steering Committee*

*Will provide verbal report

VII. Report of the Nominating Committee - Frank Montgomery Woods, Chair

A. Election of Officers (One Year Term)

Mrs. John N. Rosekrans, Jr., Chairman
Richard W. Goss II, President
Robert J. Bransten, Vice President/Collections
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
David M. Jamison, Vice President/Audience Development
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Judy Gough, Secretary

Elected ___

B. Election to COFAM Executive Committee (One Year Term)

Charles Crocker

Elected ___

C. Fixing Number of Trustees Positions - Resolution No. ___

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty-eight and not more than seventy-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty-four until such number is changed by this Board.

Approved ___

VIII. Meeting Schedule (See Appendix C)

IX. Future Events and Current and Future Exhibitions (See Appendix D)

X. Adjournment - President Richard W. Goss II

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Appendix B

COFAM Operating Budget Report

29 February 1996

Overview

At the end of February 1996, the cumulative operating budget bottom line was $600,108 before depreciation and $467,775 after. Key factors driving thee results included annual contributions running $409,438 ahead of budget along with $100,078 more in investment income and Museum Society support than originally projected. High Legion attendance put the revenue picture ahead by nearly $150,000. Overall personnel costs were in line. Other expenses ran higher than expected, driven by both Fabergé and Pergamon costs incurred sooner than planned plus the assumption of all Legion opening costs in development, membership and marketing lines. The COFAM reserve stood at $2,713,148--well above the $2 million minimum required by board policy.

Support and Revenue

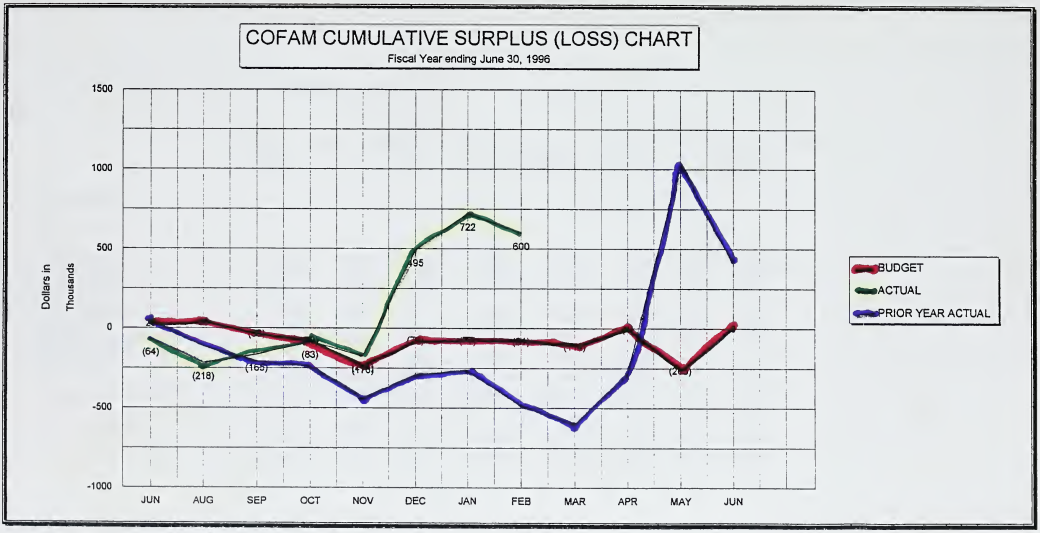
Total support was ahead of budget by $894,264. Annual contributions represented $409,483 of this gain due to recurrent donations received early plus new contributions such as National Council members and former Museum Society $1,000 Patrons. Year end proceeds are expected to meet the $1.8 million goal but not go far beyond it. Budgeted exhibit specified fund draw downs and offsetting expenses were $386,180 higher than planned due to the payment of Fabergé and Pergamon budgeted costs, which came sooner than anticipated. As previously mentioned, both the last year of Museum Society support and investment income were up $100,078.

Total revenues were $149,516 more than budget. Legion visitor flow of about 50,000 a month, compared to roughly 12,000 in the old days, generated substantial admission fee income, store sales and cafe concession fees. The slump in these lines since the summer of 1995 has been more than compensated for by the Legion's popularity. Continued heavy Legion attendance, plus the positive economic impact of Pergamon and Fabergé visitors should keep revenues well above original budget figures. FAM membership dues were strong and ahead of budget by $213,988. While facility rentals income lagged, it may be recouped by year end. Exhibition earned income was down because of delayed participation payments for the Paris Modern and Pergamon showing in New York City, as well as lower special Audubon special fee income than expected.

Expenses

Overall personnel expenses were on budget. Other expenses were $361,125 over budget due to (1) the aforementioned early exhibit costs, which were largely offset by specified funds, (2) absorbing all Legion opening costs in development and marketing lines; and (3) higher than budgeted de Young planning expenses, covered by available specified funds.

# # #


COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal Year ending June 30, 1996
Dollars in Thousands
1500
1000
500
0
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JUN
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BUDGET
ACTUAL
PRIOR YEAR ACTUAL

COFAM FY 1995-96 Operating Budget At February 29, 1996 (8 Months – 66.6 % Of The Budget Year)

	(1) February		(2) 8-Months			(3)		(4)	Comments
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	% Actual To Annual Budget		Actual Prior Year At 8 Months	
SUPPORT & REVENUE									
Support									
1) Annual Contributions	48,000	70,299	946,000	1,355,483	409,483	1,800,000	75.3%	816,836	See Appendix "A" page 5 for details.
2) Society Contribution	64,882	82,742	519,052	567,984	48,932	778,578	73.0%	414,835	
3) Foundation Endowment Support	78,961	76,667	815,687	614,210	(1,477)	923,531	68.5%	824,041	
4) Specified Funds									
--Curatorial/Conservation	36,772	30,372	294,146	201,502	(92,644)	441,219	45.7%	175,773	
--Achenbach Collection Mgmt. Project	3,990	7,399	31,917	90,599	58,682	47,875	189.2%	79,212	
--Publications	0	14,000	284,100	188,775	(75,325)	294,100	64.2%	195,583	
--Exhibition Funds Secured	21,940	(101,082)	173,940	541,204	367,264	478,342	113.1%	84,071	
--Exhibition Funds To Be Raised	8,000	0	64,000	39,993	(24,007)	100,000	40.0%	0	
--Education Programs	36,898	70,270	213,412	177,026	(36,386)	358,465	49.4%	153,045	
--General	20,790	198,847	166,322	354,918	188,596	249,483	142.3%	229,119	
Subtotal Specified Funds	128,189	219,828	1,207,837	1,594,017	386,180	1,989,484	11.2%	918,803	
5) COFAM Investment Income	10,333	20,578	82,687	133,813	51,146	124,000	107.9%	88,414	
Subtotal Support	328,365	450,112	3,371,243	4,285,507	894,264	5,595,593	8.0%	2,860,729	

COFAM FY 1995-96 Operating Budget At February 29, 1996 (8 Months – 66.6 % Of The Budget Year)

	(1) February Original Budget	Actual	(2) 8-Months Original Budget	Actual	Variance to Y-T-D Budget	(3) % Actual To Annual Budget		(4) Actual Prior Year At 8 Months	Comments
Revenue									
6) Museum Store Sales	147,916	206,484	1,048,333	1,134,314	85,981	1,737,500	65.3%	1,333,411	See Appendix "B" page 6 for details
Less Discounts	(5,300)	(30,467)	(44,700)	(155,855)	(111,155)	(74,100)	210.3%	(79,153)	
Less Cost of Goods	(80,500)	(90,171)	(571,650)	(532,129)	39,521	(946,850)	56.2%	(703,581)	
Less Commissions	(1,800)	0	(14,850)	(1,869)	12,981	(22,500)	8.3%	(17,819)	
Less License Fees (Macys)	0	0	0	0	0	0	0.0%	(40,621)	
Gross Profit	59,316	85,846	417,133	444,461	27,328	694,050		492,237	
7) Facilities Rental Gross	12,000	56,980	172,000	167,240	(4,760)	265,000	63.1%	70,108	
8) Benefits Gross Income	45,000	4,189	265,000	160,844	(104,156)	265,000	60.7%	143,038	
9) General Admissions COFAM Net	111,257	172,871	710,694	900,182	189,488	1,162,185	77.5%	508,476	Museum Attendence -
10) Food & Beverage Concession Fees	7,000	15,042	43,000	78,942	35,942	75,000	105.3%	36,961	Year-To-Date : 516,079 visitors, 47% paid, 53% free
11) Exhibition Program Earned Income	90,000	25,609	160,000	29,449	(130,551)	438,348	6.7%	123,284	Month of February: 87,798 visitors, 46% paid, 54% free
12) Museum Society Membership Services	27,832	18,015	301,181	287,360	(13,821)	387,761	74.1%	944,101	
14)FAM Membership Dues	140,000	246,329	1,175,000	1,388,998	213,998	1,740,000	79.8%	0	23,027 members, $60.32 per member
15) Conservation Services	15,000	17,690	126,000	104,298	(21,702)	189,976	54.9%	80,828	
16) Miscellaneous									
--Development Trip Fees	0	(250)	60,000	39,498	(20,502)	120,000	32.9%	65,350	
--Other Fees	32,650	40,632	245,050	223,312	(21,738)	392,183	56.9%	256,109	
Subtotal Revenue	540,055	682,953	3,675,058	3,824,574	149,516	5,729,503	66.8%	2,718,492	
Total Support & Revenue	868,420	1,133,065	7,046,301	8,090,081	1,043,780	11,325,096	71.4%	5,579,221	

COFAM FY 1995-96 Operating Budget At February 29, 1996 (8 Months – 66.6 % Of The Budget Year)

	(1) February		(2) 8-Months			(3)		(4)	Comments
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	% Actual To Annual Budget		Actual Prior Year At 8 Months	
EXPENSES									
Personnel Expenses									
17) Curatorial									
Curatorial/Conservation/Education	161,225	152,239	1,312,913	1,220,415	(92,497)	2,046,546	59.6%	1,195,865	
Specified Funds Projects	31,773	37,553	270,068	249,400	(20,669)	416,223	59.9%	131,515	
Exhibit Group	55,039	59,026	439,061	451,300	12,219	683,002	66.1%	402,078	
Exhibit Program Temporary Labor	5,140	5,716	47,720	59,852	12,132	97,320	61.5%	31,207	
18) Development	26,271	27,471	223,304	230,825	7,521	341,529	67.6%	269,040	
19) Administration									
Administration General	71,904	82,159	553,684	565,504	11,820	869,749	65.0%	448,203	
Operations Group	14,283	29,466	121,406	177,970	56,564	185,883	95.8%	238,441	
Stores	31,355	32,478	233,780	263,692	29,912	376,716	70.0%	252,244	
Facilities Rental	7,867	2,580	66,873	76,061	9,188	102,277	74.4%	42,515	
20) Marketing & Membership									
General	17,296	16,524	147,020	149,142	2,122	224,854	66.3%	0	
Public Relations & Advertising	10,580	12,831	89,928	102,887	12,961	137,534	74.8%	77,511	
FAM Membership Services	43,636	26,051	232,820	200,829	(31,991)	318,092	63.1%	130,261	
Museum Society Membership Services	7,817	7,291	101,980	94,658	(7,322)	127,531	74.2%	294,949	
Subtotal Personnel	484,186	493,385	3,840,575	3,842,535	1,960	5,927,060	8.3%	3,511,829	

COFAM FY 1995-96 Operating Budget At February 29, 1996 (8 Months -- 66.6 % Of The Budget Year)

	(1) February		(2) 8 Months			(3)		(4)	Comments
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	% Actual To Annual Budget		Actual Prior Year At 8 Months	
Other Expenses									
21) Curatorial									
Curatorial/Conservation/Education	51,151	62,242	383,634	328,561	(55,074)	613,815	53.5%	312,377	
Publications	0	13,999	284,100	188,774	(75,326)	294,100	64.2%	226,922	
Exhibit Group	5,000	3,139	37,496	27,200	(10,296)	59,994	45.3%	20,161	
Exhibit Program	107,871	54,867	512,536	792,460	279,912	1,248,883	63.5%	298,405	
22) Development									
Development General	30,000	254,986	354,000	429,261	75,261	545,750	78.7%	389,017	
Benefits	25,000	26,709	105,000	111,936	6,936	130,000	86.1%	82,166	
23) Administration									
Administration General	69,163	68,548	533,092	609,065	75,973	829,958	73.4%	400,144	
Operations Group	38,237	53,154	286,776	274,017	(12,761)	458,845	59.7%	165,710	
Facilities Rental	2,000	2,181	13,000	6,618	(6,382)	20,000	33.1%	10,789	
Stores	4,204	3,927	39,981	43,711	3,730	60,400	72.4%	70,198	
Stores AAM Payable	0	0	0	0	0	0	0.0%	0	
24) Marketing & Membership									
General	5,078	81,720	40,625	143,767	103,142	60,937	235.9%	0	
Public Relations & Advertising	30,000	104,012	249,000	273,435	24,435	367,050	74.5%	148,074	
FAM Membership Services	20,996	25,516	285,146	246,722	(38,424)	475,912	51.9%	27,915	
Museum Society Membership Services	19,568	6,803	181,922	171,921	(10,001)	232,492	73.9%	391,573	
Subtotal Other Expenses	408,268	761,803	3,286,312	3,647,436	361,125	5,398,036	67.6%	2,551,471	
Total Expenses	892,455	1,255,188	7,126,887	7,486,973	360,085	11,325,006	66.1%	6,063,300	
SUPPORT & REVENUE OVER EXPENSES	(24,034)	(122,122)	(80,587)	800,108	880,695	0		(484,079)	
LESS PLANT FUND DEPRECIATION	(16,542)	(16,542)	(132,333)	(132,333)	0	(198,500)	66.7%	(119,836)	
	(40,576)	(138,664)	(212,920)	467,775	680,695	(198,500)	-235.7%	(603,915)	

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Appendix "A"

Annual Contributions Report – 8 Months Ending February 29, 1996 (66.6% Of The Budget Year)

(1)	(2)			(3)				(3)	
Contribution Categories	February '96 Budget	Actuals	February '95 Actuals	Year To Date... Budget	Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Current Year % of Annual Goals Achieved
1) Associates ($5,000 and up)	15,000	11,000	11,250	520,000	747,729	227,729	487,359	1,050,000	71.2%
2) Patrons ($2,500 - $5,000)	0	10,500	0	10,000	25,328	15,328	0	30,000	84.4%
3) Friends ($1,000 - $2,500)	30,000	24,000	8,843	165,000	232,074	67,074	123,653	275,000	84.4%
4) National Council/Other	0	3,800	114	13,000	41,476	28,476	7,366	15,000	276.5%
5) Mail Drive	0	4,760	3,891	115,000	177,245	62,245	83,840	140,000	126.6%
6) Phone Campaign	0	0	(50)	5,000	11,490	6,490	15,795	135,000	8.5%
7) Business	1,000	700	0	74,000	61,567	(12,434)	48,238	100,000	61.6%
8) Foundations	2,000	15,540	5,395	44,000	58,575	14,575	50,585	55,000	106.5%
	48,000	70,300	29,443	946,000	1,355,483	409,483	816,836	1,800,000	75.3%

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Appendix "B" – Stores Report: 7 Months Ended February 29, 1996

	In House Merchandising								Outside Merchandising			
	(1) deYoung Store		(2) Facing Eden Store		(3) Audubon Store		(4) Legion Store		(5) Wholesale & Royalties		(6) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Sales	515,000	518,428	175,000	39,923	35,000	35,085	135,000	476,682	188,333	64,196	1,048,333	1,134,314
Discounts	(30,900)	(106,891)	(7,000)	(2,120)	(1,400)	(1,798)	(5,400)	(30,250)	0	(14,796)	(44,700)	(155,855)
Cost of Goods	(278,100)	(244,943)	(94,500)	(22,007)	(18,900)	(16,324)	(72,900)	(235,616)	(107,250)	(13,239)	(571,650)	(532,129)
Commissions	0	0	0	0	0	0	0	0	(14,850)	(1,869)	(14,850)	(1,869)
Gross Profit	206,000	166,594	73,500	15,796	14,700	16,963	56,700	210,816	66,233	34,292	417,133	444,461
Personnel Expenses	170,748	189,299	19,080	32,270	4,823	1,267	17,599	19,824	21,530	21,032	233,780	263,692
Other Expenses	24,031	30,284	3,500	4,332	1,250	356	11,200	8,739	0	0	39,981	43,711
Total Expenses	194,779	219,583	22,580	36,602	6,073	1,623	28,769	28,563	21,530	21,032	273,761	307,403
Gross Profit Over Expenses	11,221	(52,989)	50,920	(20,806)	8,627	15,340	27,901	182,253	44,703	13,260	143,372	137,058
Variance to Year To Date		(64,210)		(71,726)		6,713		154,352		(31,443)		(6,314)

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COFAM Balance Sheet At February 29, 1996

ASSETS		LIABILITIES & FUND BALANCES	
Cash	720,655	Accounts Payable	438,562
Cash Equivalents	3,528,953	Other Accrued Liabilities	2,982,964
Accounts Receivable	3,335,779	Deferred Income - Restricted	2,000,713
Prepaid Expenses	174,932	Deferred Income - Unrestricted	2,679,503
Note Receivable	100,000	Fund Balances	
Inventory - Store	627,110	Unrestricted Fund	3,294,236
Inventory - Publications	602,382	Plant Fund	(1,843,876)
Investment in Bonds	550,000	Revenues over Expenses	456,077
Furniture & Equipment (Net)	368,369	(Note 2)	
	10,008,179		10,008,179

COFAM Reserve At 2/29/96 2,713,148

Note 1 – Reserve Formula

Cash & Cash Equivalents	4,249,608
Bonds	550,000
Accounts Receivable	3,335,779
Less Accounts Payable	(438,562)
Less Other Accrued Liabilities	(2,982,964)
Less Deferred Income - Restricted	(2,000,713)
COFAM Reserves	2,713,148

Note 2 – Revenues over Expenses

Operating Revenue over Expenses	600,108
Less Plant Fund	(308,488)
Less Restricted Funds	164,243
Less Airport Fund	214
Surplus / (Deficit)	456,077

COFAM Balance Sheet At January 31, 1996

ASSETS		LIABILITIES & FUND BALANCES	
Cash	410,006	Accounts Payable	135,008
Cash Equivalents	2,939,488	Other Accrued Liabilities	2,965,782
Accounts Receivable	4,217,774	Deferred Income - Restricted	2,057,184
Prepaid Expenses	182,201	Deferred Income - Unrestricted	2,798,883
Note Receivable	100,000	Fund Balances	
Inventory - Store	568,810	Unrestricted Fund	3,294,236
Inventory - Publications	580,887	Plant Fund	(1,843,876)
Investment In Bonds	550,000	Revenues over Expenses	530,225
Furniture & Equipment (Net)	388,276	(Note 2)	
	9,937,442		9,937,442

COFAM Reserve At 1/31/96	2,959,294

Note 1 -- Reserve Formula

Cash & Cash Equivalents	3,349,494
Bonds	550,000
Accounts Receivable	4,217,774
Less Accounts Payable	(135,008)
Less Other Accrued Liabilities	(2,965,782)
Less Deferred Income - Restricted	(2,057,184)
COFAM Reserves	2,959,294

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	722,231
Less Plant Fund	(271,381)
Less Restricted Funds	79,375
Less Airport Fund	0
Surplus / (Deficit)	530,225

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Annual Meeting

April 11, 1996

Meeting Schedule

A. Executive Committee Meetings - 1996

Date	Time	Location
May 9	Noon	233 Post Street, 6th Floor
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1996

Date	Time	Location
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

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FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Annual Meeting

April 11, 1996

Future Events

Event	Date
Pergamon Opening Event	May 2, 1996
Flower Committee Event	May 6, 1996
Youth Arts Festival, de Young	May 8 - 12, 1996
National Council	May 21 - 23, 1996
Faberge Ball, de Young	May 23, 1996
Junior Arts Council Gala	May 24, 1996
Museum Associates Trip to Peru	September 11-22, 1996

Current and Future Exhibitions

Title	Date	Museum/Gallery
John James Audubon: Watercolor Paintings for the Birds of America	2/03/96-04/14/96	de Young 44
Classical Influences in Dress*	04/00/96-10/00/96	de Young 22/25
Pergamon: The Telephos Frieze from the Great Altar*	05/04/96-09/08/96	CPLH Rosekrans
Faberge in America*	05/25/96-07/28/96	de Young 44
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/08/96	CPLH A-E
Irving Norman*	07/03/96-10/27/96	de Young 27
Beat Culture & the NewAmerica	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	CPLH A-E
Works on Paper by Sculptors from AGFA*	10/26/96 - 01/12/97	CLPH
Best Foot Forward*	11/00/96 - 01/12/96	de Young 22/25
The Enjoyment of African Art: Mask and Sculpture from the Michael R. Heide Collection*	11/16/96 - 3/09/97	de Young 27
The Peale Family: Creation of a Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	CPLH A-F
American Perspectives II	02/00/97-06/00/97	de Young 36/37

*Self-organized

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CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Annual Meeting

April 11, 1996

Minutes

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Call to Order

The annual meeting of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, April 11, 1996, in Gallery 23 of the M. H. de Young Memorial Museum, Golden Gate Park, San Francisco. A quorum being present, the annual meeting was called to order at 4:31 p.m. by President Richard W. Goss II.

Roll Call

The following Trustees were present:

Shirley Breyer Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collections
Barbara Bohannon Carleton
Mrs. Ransom S. Cook
Charles Crocker
Mrs. John V. Erickson
Richard P. Essey
George Hopper Fitch
Morgan Flagg
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
Beverly James
Leonard Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. James K. McWilliams
J. Alec Merriam
Robert A. Mills
Mrs. Julian Peabody
Mrs. W. Robert Phillips

The following Trustees were present (continued):

Steven MacGregor Read
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Burl A. Toler, Sr.
Sidney R. Unobskey
Harry H. Wetzel
Mrs. Alfred S. Wilsey, Chairman
Alfred S. Wilsey
Frank Montgomery Woods

The following Trustees were excused:

Ruth Asawa
David A. Coulter
Belva Davis
Mrs. Ray Dolby
Richard H. Finn
David M. Jamison
Alexander R. Mehran
Michael W. Michelson
Walter S. Newman
Kenneth Rainin
George R. Roberts
Waldemar Rojas
Mrs. John N. Rosekrans, Jr.
John N. Rosekrans, Jr.
Wm. Laney Thornton, Vice President/Annual Support
Marshall I. Wais, Sr.

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

President Goss presided; Mrs. Gough acted as Secretary.

Report of the President - Richard W. Goss II

A. Approval of the March 14, 1996 Minutes of the Executive Committee of the Board of Trustees

The minutes of the March 14, 1996 Executive Committee of the Board of Trustees, having been mailed in all Trustees in advance, were approved unanimously.

B. Report on the Campaign for A New de Young Museum - Mrs. Alfred S. Wilsey, Chairman

Mrs. Wilsey advised that the goal by the end of June 1996 is to reach $20 million in Trustee pledges. It is imperative that all Trustees participate in this effort as a means of demonstrating to the City the full and strong commitment of the Board of Trustees to a new de Young Museum. President Goss reiterated the importance of full Trustee participation and support to the future of the de Young Museum.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on Fiscal Year 1995-96 COFAM Operating Budget - Steve Dykes, Treasurer

At the end of February 1996, the cumulative operating budget bottom line was $600,108 before depreciation and $467,775 after. Key factors driving these results included annual contributions running $409,438 ahead of budget along with $100,078 more in investment income and Museum Society support than originally projected. High Legion attendance put the revenue picture ahead by nearly $150,000. Overall personnel expenses were on budget. Other expenses were higher than expected, driven by both Faberge and Pergamon costs incurred sooner than planned plus the assumption of all Legion opening costs recorded in development, membership and marketing. The COFAM reserve stood at $2,713,148 on February 29, 1996, well above the $2 million required by Board policy.

It is anticipated that the Museums will continue to be in a position to grow the $600,108 surplus over the remainder of this fiscal year given the ongoing high attendance at the Legion and the expected public response to the Pergamon and Faberge exhibitions. Management, therefore, has identified several projects, which represent one-time, non-recurring expenses. Upgrades in computer technology and building maintenance work will be undertaken during the remainder of this fiscal year.

Report of the Annual Support Committee - Wm. Laney Thornton, Chair and Vice President for Annual Support

In the absence of Wm. Laney Thornton, Chair and Vice President for Annual Support, Barbara Boucke, Deputy Director for Development, provided the following report. Annual contributions exceed budget projections by $409,438 due largely to early membership renewals and the ability of the Museums to attract new members, in particular new members of the National Council and former Museum Society $1,000 Patrons.

Reports of Supporting Organizations

As is customary at this annual board meeting, the supporting organizations of the Fine Arts Museums presented either verbal and/or written reports. Written reports submitted to the Board of Trustees are attached as Appendix I for the record. The supporting organizations are noted as follows:

A. **Achenbach Graphic Arts Council** - Andrew C. McLaughlin III, Chair*

B. **American Art Study Center Advisory Committee** - Nancy Boas, Chair

C. **Artist Book Council** - Aristides Demetrios, Chair

D. **The Docent Council** - Mrs. David Bancroft, Chair*

E. **European Decorative Arts Council** - Adolphus Andrews, Jr.* and Mrs. Robert A. Magowan, Co-Chairs

F. **Fine Arts Museums Auxiliary** - Mrs. John N. Callander, Chair*

1. **Bouquets to Art** - Mrs. James Forster, Chair*

G. **Flower Committee** - Peggy Blatchford, Chair*

H. **Junior Arts Council** - Reese Willis, Chair*

I. **National Council** - Leonard E. Kingsley* for Mrs. Harry H. Wetzel, Vice Chair

*Provided a verbal report.

Reports of Supporting Organizations (continued)

J. San Francisco Ceramic Circle - Malcolm D. Gutter, President*

K. Textile Arts Council - Susan York, Chair*

L. Twentieth Century Council - Lindsay Joost and Michael Wilsey, Co-Chairs

M. Volunteer Council - Meline Giannini, Chair, Steering Committee*

Report of the Nominating Committee - Frank Montgomery Woods, Chair

A. Special April 11, 1996 Meeting of the Nominating Committee

Mr. Woods, Chair, reported that a special meeting of the Nominating Committee had been called immediately preceding the annual meeting. At the special meeting, President Goss announced the resignation of Mrs. John N. Rosekrans, Jr., as Chairman of the Board of Trustees, effective April 2, 1996. The Nominating Committee accepted the resignation with regret, and recommended that Mrs. Alfred S. Wilsey be elected Chairman of the Board of Trustees to fill the unexpired term of Mrs. Rosekrans, which term will end in April 1997.

Mr. Woods referenced pertinent sections of the By-Laws of the Boards of Trustees of the Fine Arts Museums of San Francisco and the Corporation of The Fine Arts Museums** in which it is stated that nominations shall be presented at least one month before the meeting at which such nominees are to be elected or by such other date as the President shall request. President Goss requested that the one month notice be waived and that the nomination for the position of Chairman of the Board of Trustees be submitted this date to the Board of Trustees for approval.

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*Provided a verbal report.

**FAMSF By-Laws, page 6, Article V, Nominating Procedure, Section 2, Corporation of the Fine Arts Museums' Nominations
COFAM By-Laws, page 8, Article IV, Trustees, Section 12, Committees, (b) Nominating Committee, (2) Nominating Procedures for the Fine Arts Museums of San Francisco

B. Election of Officers

The nominees for election to office were:

Mrs. Alfred S. Wilsey, Chairman
Richard W. Goss II, President
Robert J. Bransten, Vice President/Collections
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
David M. Jamison, Vice President/Audience Development
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Judy Gough, Secretary

On motion, duly seconded, and unanimously carried, the nominees were elected to one year terms and until their successors are elected.

C. Election to COFAM Executive Committee

The nominee for election to the COFAM Executive Committee was:

Charles Crocker

On motion, duly seconded and unanimously carried, the nominee was elected to a one year term and until his successor is elected.

The officers (Chairman, President and six Vice Presidents), the six members-at-large of the Executive Committee of the Fine Arts Museums of San Francisco, and the one member-at-large just elected comprise the Executive Committee of the Corporation of The Fine Arts Museums.

C. Fixing Number of Trustees Positions - Resolution No. 169

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty-eight and not more than seventy-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

C. Fixing Number of Trustees Positions - Resolution No. 169 (continued)

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty-four until such number is changed by this Board.

Meeting Schedule

A. Executive Committee Meetings - 1996

Date	Time	Location
May 9	Noon	233 Post Street, 6th Floor
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1996

Date	Time	Location
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

Future Events

Event	Date
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Flower Committee Event	May 6, 1996
Youth Arts Festival, de Young	May 8 - 12, 1996
National Council	May 21 - 23, 1996
Faberge Ball, de Young	May 23, 1996
Junior Arts Council Gala	May 24, 1996
Museum Associates Trip to Peru	September 11-22, 1996

Current and Future Exhibitions

Title	Date	Museum/Gallery
John James Audubon: Watercolor Paintings for the Birds of America	2/03/96-04/14/96	de Young 44
Classical Influences in Dress*	04/00/96-10/00/96	de Young 22/25

Current and Future Exhibitions (continued)

Title	Date	Museum/Gallery
Pergamon: The Telephos Frieze from the Great Altar*	05/04/96-09/08/96	Legion/Rosekrans
Faberge in America*	05/25/96-07/28/96	de Young 44
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/08/96	Legion A-E
Irving Norman*	07/03/96-10/27/96	de Young 27
Beat Culture & the New America	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/26/96 - 01/12/97	Legion
Best Foot Forward*	11/00/96 - 01/12/96	de Young 22/25
The Enjoyment of African Art: Mask and Sculpture from the Michael R. Heide Collection*	11/16/96 - 3/09/97	de Young 27
The Peale Family: Creation of a Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
American Perspectives II	02/00/97-06/00/97	de Young 36/37

*Exhibitions organized by FAMSF

Adjournment

There being no further business, President Goss adjourned the meeting at 5:10 p.m..

Respectfully submitted,

Judy Gough

Judy Gough
Executive Secretary

Immediately following this meeting, the Annual Members Meeting of The Fine Arts Museums Foundation was held.

mbtc496

Appendix I

CORPORATION OF THE FINE ARTS MUSEUMS

Written Reports of Supporting Organizations

April 11, 1996

American Art Study Center Advisory Committee

Docent Council

Flower Committee

Junior Arts Council

National Council

Textile Arts Council

Volunteer Council

btsorgs

1995-1996 Report of the American Art Study Center Advisory Committee

Nancy Boas, Chair

The Advisory Committee of the American Art Study Center represents the Fine Arts Museums' important initiative to encourage research in American art by bringing together a large number of scholars to exchange ideas and by making available resources that are otherwise unobtainable in Northern California. The fifty-eight member Advisory Committee is the only important forum in the region for scholars, writers, curators, and teachers to meet and discuss projects of mutual interest. Moreover, the committee's two meetings this year helped to make members aware that the Study Center continues to offer the services of the Archives of American Art and also houses other important library materials.

The growth of the Study Center has been dependent upon private support. This year's *Audubon* preview party, which replaced the USArt benefit of previous years, yielded $16,000 through patron contributions and ticket sales and was attended by about five hundred people. These funds, together with an additional $10,000 contribution, enabled the Study Center to add to its holdings in 19th-century American art periodicals, making them the largest such collection the area, surpassing the Berkeley and Stanford libraries. Increased user demand required us to purchase a second microfilm reader, so that we no longer have to turn researchers away. In the coming years our priority will be building the book collection.

A major gift to the Study Center this year was the Shreve and Company archive containing original working drawings for the design and manufacture of Shreve silver produced since 1906. The transfer of this major archive to the Fine Arts Museums is a vote of confidence in our ability to serve the region's scholars and collectors in the future.

M.H. de YOUNG MEMORIAL MUSEUM
Golden Gate Park
San Francisco, CA 94118
(415) 750-3638

CALIFORNIA PALACE OF THE GION OF HONOR

ASIAN ART MUSEUM OF SAN FRANCISCO

Docent Council Report
FAMSF Board of Trustees
April 11, 1996
Cheryl Bancroft, Docent Council Chair

The Docent Council of the FAMSF has had a rewarding and challenging year. During the opening months of the Legion of Honor, Docents gave 881 tours to 13,694 people. From November through March of 1996, there were 329 Special Request, New Legion tours booked by our Administrative Assistant Renee Baldocchi for 7013 adults, seniors, and college students. These Special Request tours brought in to the FAM, $42,235.00. In December and January, we offered three Brunch/Tour programs related to the New Legion of Honor which attracted 350 museum members. Our School Program Docents have given 462 tours to 3923 students through March.

On March 2, at the invitation of Paula March from Marketing and Development, WES Docents hosted a very successful Saturday evening at the Legion of Honor to showcase our various programs and outreach to the community. Over 850 visitors attended that evening and we were competing with Chinese New Years!

The opening of the Legion of Honor presented the Docent Council with an opportunity to offer free, regular public tours in French, Spanish, and Italian on the first three Saturdays of the month. We also offer German and Cantonese upon request.

On May 21st, I will have the honor of presenting 16 Docents with their 25 year service pins at our annual meeting and luncheon in Hearst Court. Next May I hope to have the honor of introducing our 33 new AOA Docents who will have successfully completed a two year training program.

And finally, the FAM Docent Council pledges its support of the November Bond measure and the building of a new de Young in Golden Gate Park.

DOCENT TOUR TOTAL FOR
November 1995 through January 1996

Total number of tours given at the Legion
881 Docent Tours

Total number of Audience on Docent Tours at the Legion
13,694 people

Total number of ZONE DOCENT HOURS at the Legion
1017 Zone Docent hours (member's mornings, weekends in November, Corporate events, etc)

Total number of Legion CSP Lectures
39
23 were given offsite to organizations brought in $1725.00
16 were given at the museums to the public-free

Total number of Private tours/Audience
212 Private Group Tours/3615 people
(adults/seniors/college)

Private Group Tour/Admission Earned
$28,235.50 (to date)

DOCENT TOUR STATISTICS

JANUARY 1996

		Legion # of Tours	Legion # of Audience
Participating Docents	131		
Training Hours	605		
School Tours		27	523
Access Tours		14	122
Public Tours			
Legion Highlights		76	2063
Dec. Arts		3	42
Tours in other languages		6	5
Picasso/Achenbach		75	1504
1st Saturday Eve.		24 zone docent hours	
Ancient World		3	9
Porcelain		4	35
Corporate Eve.		64 zone docent hours	
Private Group Tours			
Adults/College		116	2014
CSP Lectures		23	859
Brunch & Tour Program		5	100
Total		**347 tours**	**6417 people**
		5 lectures	**100 people**
	+	**88 zone docent tours for various events**	

DOCENT TOUR STATISTICS

DECEMBER 1995

		Legion # of Tours	Legion # of Audience
Participating Docents	118		
Training Hours	156		
Public Tour			
New Legion of Honor		136	2194
Xmas Story in Art		1	15
Achenbach/Picasso		68	1265
1st Saturday Eve		34 zone docent hours	
Tours in other languages		6	17
Corporate Evenings		64 zone docent hours	
Private Group Tours			
Adult Group Tours		54	795
CSP Lectures		9	590
Brunch & Tour Program		10	260
Total		**275 tours**	**4546 people**
		9 lectures	**590 people**
	+	**98 zone docent tours for various events**	

DOCENT TOUR STATISTICS

NOVEMBER 1995

		Legion # of Tours	Legion # of Audience
Participating Docents	137		
Training Hours	871		
Public Tour			
New Legion of Honor		89	1336
Achenbach/Picasso		30	589
Weekend Zoning		400 zone docent hours	
Members Mornings		228 zone docent hours	
Press Preview		22 zone docent hours	
Corporate Evenings		114 zone docent hours	
Donors/Patron Events		67 zone docent hours	
Private Group Tours			
Adult Group Tours		42	806
CSP Lectures		7	352
Total		**161 tours**	**2731 people**
		7 lectures	**352 people**
	+	**831 zone docent tours for various events**	

Report of the Flower Committee
to the
Corporation of the Fine Arts Museums
Board of Trustees

Annual Meeting

April 11, 1996

Each of the 35 members of the Flower Committee is assigned to one of five teams and each team, under the direction of its captain, is responsible for planning, buying, prepping, arranging and caring for the fresh flowers at the deYoung, and buying and maintaining the plants at the Legion for one week each month. Between 20 and 25 man hours are contributed each week.

The committee's membership includes four professional florists, one of whom owns her own shop. It receives many favorable comments on its flower arrangements and works within its budget. The budget, lasting quality and aesthetics are all taken into account in the selection of the plant material. In addition to its regular commitments, the committee also arranges flowers for some special events at the museums.

Each year the committee sponsors a fund raiser, the proceeds of which become part of the museums' general fund. Currently the committee is planning an event for Monday, May 6. The one day event called "Luncheon at the Legion" will be three fold: a table setting exhibition by 19 leading Bay Area shops plus a special table displaying some of Alma Spreckels' china from 10AM to 3PM; a lecture demonstration in the Gould Theater by Manisse Newell at 11AM, and a luncheon in the cafe featuring table linens by Manisse Designs and centerpieces by the Flower Committee at 12Noon. All events will take place on the Terrace Level of the Legion.

FINE ARTS MUSEUMS of SAN FRANCISCO

Junior Arts Council
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

April 4, 1996

Board of Trustees
Fine Arts Museums of San Francisco
233 Post Street
San Francisco, CA 94108

Dear Board of Trustees:

It is my pleasure to be writing to you on behalf of the entire Junior Arts Council to provide you with a brief update on our progress. The Junior Arts Council is an energetic group of young professionals supporting the Fine Arts Museums of San Francisco.

During the past three years, we have organized roughly one event per month, including several "large" events which were attended by over 700 people. Our most successful event to date was the opening of the Legion of Honor which was attended by over 1,700 people. Now, even our "small" events are attended by between 75 and 100 people.

As a result of the Board's efforts in conjunction with the support of the Museum's staff, our membership has grown by approximately 350% in the last three years to its present record level of 350. Our goal is to reach between 500 and 600 members by the end of this year.

In addition to achieving our objectives of increasing Museum membership and participation amongst the Bay Area's young professional community, we are pleased to report that we have been able to make a net financial contribution to the Museums in each of the past three years. This amounted to approximately $1,500 in 1994, $15,000 in 1995 and a targeted net contribution of $70,000 in 1996.

The Junior Arts Council appreciates your continued support. We look forward to helping promote the Museums in any way we can in the coming years. Furthermore, we are happy to provide any assistance in respect to helping get the Bond issue passed.

Sincerely,

R. Reese Willis
Chairman Junior Arts Council

The Board of the Junior Arts Council
H. Bandet, A. Berardi, J. Brooks, M. Engle, A. Gandi, E. Gordon
J. Hanford, D. Jackson, M. Karwowski, B. Kennison, D. Meyers,
M. Morris, E. Peeke, R. Rodricks, J. Torre, G. Tuller, R. Willis

RRW/jw

M.H. de Young Memorial Museum
Golden Gate Park, 75 Tea Garden Drive, San Francisco, CA 94118-4501
tel: 415.750.7607 fax: 415.750.7692

Mrs. Harry Wetzel
2000 Washington Street
San Francisco, California 94109

Date: April 9, 1996

To: The Board of Trustees Fine Arts Museums of San Francisco.

From: Maggie Wetzel, co-chair with Sam Williams for The National Council.

There has been a renewed momentum in the Council thanks to the important role the Trustees have played under the leadership of Leonard Kingsley.

One year ago The National Council had 32 members. Current membership now stands at 63, of which 34 are new members. Each of them have paid $1000 and will continue to do so annually. Members represent individuals from many of the United States as well as from various countries including England, France, Spain, Australia and Peru.

The next National Council meeting is May 21-23.

The · TEXTILE · ARTS · COUNCIL

M. H. de Young Memorial Museum
Golden Gate Park
San Francisco, California 94118
(415) 750-3627 Fax (415) 750-7692

April 8, 1996

REPORT TO BOARD OF TRUSTEES, FAMSF

The Textile Arts Council, organized in 1988, was developed to promote and broaden an appreciation for the textile arts in the Bay Area and to support the Textile Department, FAMSF. TAC offers monthly programs, special events, exhibition walk-throughs and studio tours and publishes a ten-page quarterly newsletter. TAC's membership stands at 384 paid plus 60 complimentary for a total of 444.

The TAC Endowment Fund now stands at $287,000, the interest from which is used for acquisitions and other needs of the Textile Department. In honor of the re-opening of the Legion of Honor, TAC purchased an early 17th century English embroidered forehead cloth for the Museums' collection. In addition we underwrote the major part of the costs of sponsoring a graduate student in textile conservation in a ten-week summer internship under the guidance of Sarah Gates.

Reflecting the wide variety of interests of our membership and Bay Area textile enthusiasts, subjects of lectures and programs during the past year included Andean textiles, quilts, traditional and contemporary Japanese textiles, contemporary fiber art, ethnic textiles, textile history, and curatorial tours of exhibitions. In recognition of their generosity more than two dozen donors to the textile collection were entertained at an elegant thank-you dinner hosted by TAC in April.

A party to celebrate the opening of the exhibition, *True Couture: The Wearable Art of Kaisik Wong*, December 13, had to be postponed due to severe storm damage in Golden Gate Park. Rescheduled in January, over 500 people attended the festive event in Hearst Court.

The first TAC Film Festival took place in March providing two full Saturdays of sixteen textile related films in the Trustees' Auditorium; included were documentaries, feature films, costume drama and historical films—a marathon of viewing and a challenge to one's "sit-ability."

On April 23 and 24, Hearst Court will be transformed into *A Garden of Earthly Delights*, a viewing of more than thirty carpets from the Caroline & H. McCoy Jones collection. A reception is planned evening of the 23rd as a tribute to retired curator, Cathryn Cootner, and to acknowledge her major contributions to the development of the Museums' textile collection. In conjunction with this event the Textile Arts Council has launched one of our most ambitious projects ever attempted—that is to raise $50,000 to purchase a rare pre-19th century pile carpet that has been called "the most important Turkmen rug in the United States." As a pilgrimage piece of unsurpassed beauty, rarity and value, this rug will add stature to the Museums' already strong Turkmen collection.

Susan York, Chair, TAC

1995 - 1996 ANNUAL REPORT ON THE VOLUNTEER COUNCIL OF THE FINE ARTS MUSEUMS OF SAN FRANCISCO

The Volunteer Council, now nearly 600 strong, put in over 46,000 hours in 1995 in the service of the museums that they love. Their work runs the gamut from the exciting to the mundane, but their enthusiasm never flags.

Consider the jobs they take on:

* Dispense information on every subject including bus timetables, the location of art works, pay phones, and best restaurants in the neighborhood
* Staff the AFGA Study Center on weekends, instructing visitors in the use of the computer database system
* Confer with exhibition and curatorial staff over exhibit staffing needs
* Stuff and label thousands of envelopes for the mailings of many departments
* Put out the Master Calendar
* Run the Parcel Checkroom between major exhibitions
* Translate the Floor Plan into six languages
* Count the visitors
* Polish the silver, dust the antiques, repair the lace collars
* Fundraise
* Hand out thousands of flyers, brochures and surveys
* Recruit and train even more volunteers
* Put headsets on hundreds of heads
* Sell thousands of dollars' worth of mementos
* Input hundreds of pages of data
* Staff museum special events
* Produce the Volunteer Newsletter

It has often been written and reported that the volunteers save the museum nearly $500,000 every year in wages. Though true, this fact has nothing to do with the real benefits gained by the Museum and by the volunteers themselves with all those hours worked and dollars saved.

The Museum can be proud of the Council. The volunteers are as much on exhibit as the rest of the Collection, and they have proven to be gems among the paintings and sculptures. The visitor is enriched by their presence. The smiling volunteer is one of the first persons the visitor encounters. Our guests carry away not only visions of our splendid exhibits but of the helpful volunteer who assisted them. Being on the front lines of every new exhibit, the volunteer sees first-hand what works and what does not. He or she becomes a valuable resource on the successful running of the museums. The loyalty and enthusiasm of this group also makes them a fundraiser's dream come true. Consider the many works of art the Council has purchased for ecstatic curators in every department, or their annual contributions to the Museums and Museum Society. Selling maps, holding raffles and writing out checks - all for their Museums.

How do our members of the Volunteer Council benefit from their relationship with the Museum? Our members are here first and foremost because they love the art. Being in the midst of masterpieces is an enormous "high" in itself. Council members want to see the museums survive and thrive, and thus they gain tremendous satisfaction by knowing that their work helps not only to defray operating costs but to enhance the visit of our guests, enticing them to return. Needless to say, they also benefit from the camaraderie that comes from their working a shift or joining the Steering Committee of the Council. Lastly, they are repeatedly bolstered by each acknowledgement of their good work paid to them by museum staff and the Board of Trustees.

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
May 9, 1996

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Meeting Schedule

A. Executive Committee Meetings - 1996

Date	Time	Location
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1996

Date	Time	Location
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

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FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
May 9, 1996

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Future Events

Event	Date
Youth Arts Festival, de Young	May 8 - 12, 1996
National Council	May 21 - 23, 1996
Faberge Ball, de Young	May 23, 1996
Junior Arts Council Gala	May 24, 1996
Museum Associates Trip to Peru	September 11-22, 1996

Current and Future Exhibitions

Title:	Date	Museum/Galleries
The Exoticized Woman and Her Allure in American Art*	02/14/96-05/19/96	de Young 17
Classical Influences in Dress*	04/00/96-10/00/96	de Young 22/25
Pergamon: The Telephos Frieze from the Great Altar*	05/04/96-09/08/96	Legion/Rose/A+B
Faberge in America*	05/25/96-07/28/96	de Young 44
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/29/96	Legion C-F/10
Irving Norman*	07/03/96-10/06/96	de Young 27
Arts of the Americas: Cultural Crosscurrents*	09/04/96-12/08/96	de Young 36/37
Don Bacardy	09/04/96-12/01/96	de Young 39/40
Beat Culture & the New America 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/12/96 - 01/12/97	Legion F
Best Foot Forward*	11/00/96 - 05/00/97	de Young 22/25
Shape of Belief: African Art from the Michael R. Heide Collection*	11/16/96 - 3/09/97	de Young 27
Arts of the Americas: Identity Crisis*	01/00/97- 06/00/97	de Young 36/37
The Peale Family: Creation of a Legacy 1770-1870	01/25/97-04/06/97	de Young 44

Current and Future Exhibitions

Title:	Date	Museum/Galleries
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
American Perspectives II	02/00/97-06/00/97	de Young 36/37
Morgan Flagg Collection*	05/00/97-9/00/97	de Young 27
Arts of the Americas: Pride of Place*	05/00/97-07/00/97	de Young 36/37
Life and Afterlife in Ancient Peru*	05/17/97-08/10/97	de Young 44

*Exhibitions organized by FAMSF

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FINE ARTS
MUSEUMS
of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees

F
10.25
13/96

California Palace of the Legion of Honor
Lincoln Park
San Francisco, California
Thursday, June 13, 1996, 3:00 p.m.*

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AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The subsequent information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting

To arrange for the above services, please contact Judy Gough at (415) 750-3669 at least two working days prior to a meeting.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that other may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 18 line stops in front of the Legion.

For access to the Legion from downtown, take MUNI's wheelchair-accessible No. 38 Geary line to 33rd and Clement and connect with the No. 18 line. For more information about MUNI's accessible services, call (415) 923-6142.

***Or such earlier time as the Board of Trustees meeting of the Fine Arts Museums of San Francisco ends, but in no event before 3:00 p.m.**

Administrative Offices
233 Post Street San Francisco CA 94108-5003
tel 415 750 3600 fax 415 750 7636

There are accessible parking spaces (disabled-designated) available in front of the Legion.

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554-6075.

ORDER OF BUSINESS

I. Calling of the Meeting to Order - Mrs. Alfred S. Wilsey, Chairman

II. Calling of the Roll

Trustees

Ruth Asawa
Shirley Breyer Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collection
Barbara Bohannon Carleton
Mrs. Ransom S. Cook
David A. Coulter
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Mrs. John V. Erickson
Richard P. Essey
Richard H. Finn
Morgan Flagg
Mara Fritz
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
Beverly James
David Jamison, Vice President/Audience Development
Leonard E. Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
Alexander R. Mehran
J. Alec Merriam
Michael W. Michelson
Robert A. Mills
Walter S. Newman
Mrs. Julian Peabody

II. Calling of the Roll (continued)

Mrs. W. Robert Phillips
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
Waldemar Rojas
John N. Rosekrans, Jr.
Gail P. Seneca
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Burl A. Toler, Sr.
Sidney R. Unobskey
Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey, Chairman
Alfred S. Wilsey
Frank Montgomery Woods

Non-Voting Officers
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

III. Report of the Chairman - Mrs. Alfred S. Wilsey

A. Report on the November 5, 1996 Bond Issue Election for A New de Young Museum in Golden Gate Park

B. Status of Trustee Pledge for the Capital Campaign for A New de Young Museum in Golden Gate Park

C. Other Informational Items

III. Report of the President - Richard W. Goss II

A. Approval of the April 11, 1996 Minutes of the Annual Meeting of the Board of Trustees (See Appendix A) Filed under minutes

Approved ___

B. Approval of the May 9, 1996 Minutes of the Executive Committee of the Board of Trustees (See Appendix B) Filed under minutes

Approved ___

C. Fixing the Number of Trustees Positions and Board Resolution Number ___

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty-eight and not more than seventy-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty-four until such number is changed by this Board.

Approved ___

D. Other Informational Items

IV. Report of the Chief Executive Officer - Harry S. Parker III

A. Report on FY 1995-96 Operating Budget (See Appendix C)

B. Review and Approval of FY 1996-97 COFAM Operating Budget (See Appendix D)

C. Bank Account Signatures - Board Resolution Number ___

WHEREAS, In October 1987, accordance with Board Resolution Number 4, the Corporation of The Fine Arts Museums established a bank account with Wells Fargo Bank, N.A. ("Wells Fargo") at the 5455 Geary Boulevard Branch, San Francisco; and

C. Bank Account Signatures - Board Resolution Number ___ (continued)

WHEREAS, From time to time, the bank account signers are changed by resolution (33, 91 and 121); now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any one of the following nine persons may sign checks or other instruments withdrawing funds from the account for $1,000 or less; that the signatures of two of the following nine are needed for checks or other instruments between $1,001 up to and including $10,000; and that for checks and other instruments over $10,000, one signatory of numbers 1-5 and one signatory of numbers 6-9 is required:

1) Harry S. Parker III, Chief Executive Officer
2) Stephen E. Dykes, Treasurer
3) Michele Gutierrez, Fiscal Officer for the Foundation
4) Barbara Boucke, Deputy Director for Development
5) Robert M. Cullison, Controller
6) Richard W. Goss II, President
7) Diane B. Wilsey, Chairman
8) Charles Crocker, Trustee
9) William A. Stimson, Vice President/Finance; and be it

FURTHER RESOLVED, That the authorized check signer cannot be the sole signature on a check or other instrument paying an invoice he or she has previously authorized for payment; and be it

FURTHER RESOLVED, That Resolution Number 4 remains in full force except the names of the check signors have changed and be it

FURTHER RESOLVED, That Resolution Number 121 (Bank Account Signers) is hereby rescinded.

Approved ___

D. Other Informational Items

V. Appointment of Auditors and Approval of Board Resolution Number ___ - William A. Stimson, Vice President/Finance

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby appoint Coopers & Lybrand as COFAM's independent public accountant to audit the COFAM balance sheet as of June 30, 1996 and the related statements of revenues; expenses and changes in fund balances for the year then ended; and be it

FURTHER RESOLVED, That Coopers & Lybrand is also appointed to audit the combined balance sheet of the Fine Arts Museums of San Francisco (FAM) as of June 30, 1996 and the related combined statements of revenues, expenses and changes in fund balances for the year then ended; and that the combined financial statements will include COFAM, The Fine Arts Museums Foundation (FAMF), and FAM as recorded on the books of the City and County of San Francisco; and be it

FURTHER RESOLVED, That the cost of the audited combined financial statement for COFAM, FAM and FAMF will be about $75,800 including out-of-pocket costs.

Approved ___

VI. Report of the Annual Support Committee - Wm. Laney Thornton, Chair and Vice President/Annual Support

VII. Report of The Fine Arts Museums Foundation - Charles Crocker, President

VIII. Meeting Schedule (See Appendix E)

IX. Future Events and Current and Future Exhibitions (See Appendix F)

X. Adjournment - Mrs. Alfred S. Wilsey, Chairman

COFAM FY 1995-96 Operating Budget Report At 30 April 1996

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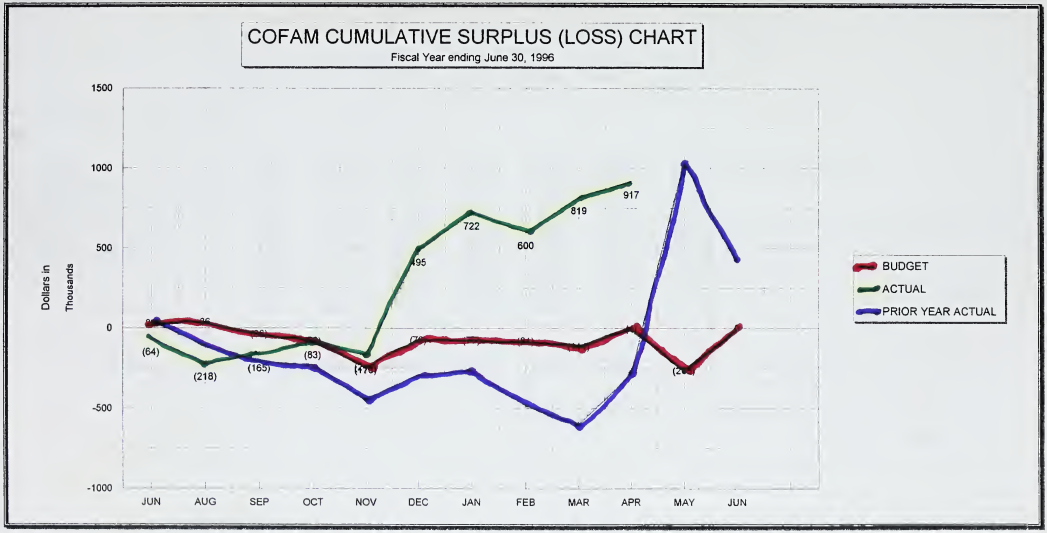

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COFAM FY 1995-96 Operating Budget At April 30, 1996 (10 Months -- 83.3% Of The Budget Year)

	(1)		(2)			(3)	(4)	(5)
	April		10-Months			FY 1995-96	FY 1995-96	Notes
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	Rolling Forecast 5/3/96	
SUPPORT & REVENUE								
Support								
1) Annual Contributions	255,000	130,808	1,313,500	1,588,692	275,192	1,800,000	1,853,000	See Appendix "A" page 5 for details
2) Society Contribution	64,882	62,743	648,815	693,470	44,655	778,578	818,950	
3) Foundation Endowment Support	76,961	76,667	769,609	767,544	(2,065)	923,531	923,531	
4) Specified Funds								
--Curatorial/Conservation	36,773	46,014	367,683	275,131	(92,551)	441,219	410,219	
--Achenbach Collection Mgmt. Project	3,990	(28,102)	39,896	76,201	36,305	47,875	125,000	Reallocation of specified fund support to the Plant Fund
--Publications	5,000	0	269,100	186,450	(82,650)	294,100	185,450	
--Exhibition Funds Secured	43,000	295,302	284,440	979,624	695,184	478,342	694,800	
--Exhibition Funds To Be Raised	8,000	0	80,000	39,993	(40,007)	100,000	40,000	
--Education Programs	31,359	21,062	280,369	208,313	(72,056)	358,465	358,465	
--General	20,791	31,790	207,903	416,065	208,163	249,483	438,819	
Subtotal Specified Funds	148,912	366,066	1,529,390	2,181,777	652,387	1,969,484	2,252,753	
5) COFAM Investment Income	10,333	12,259	103,333	157,232	53,899	124,000	175,000	
Subtotal Support	556,088	648,543	4,364,647	5,388,715	1,024,067	5,595,593	6,023,234	

	(1) April		(2) 10-Months			(3)	(4)	(5)
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	FY 1995-96 Original Budget	FY 1995-96 Rolling Forecast 5/3/96	Notes
Revenue								
6) Museum Store Sales	130,417	158,764	1,331,667	1,526,306	194,639	1,737,500	2,065,057	See Appendix "B" page 6 for details
Less Discounts	(5,500)	(6,830)	(56,500)	(98,974)	(42,474)	(74,100)	(132,602)	
Less Cost of Goods	(71,050)	(82,330)	(726,450)	(780,085)	(53,635)	(946,850)	(1,070,405)	
Less Commissions	(1,800)	0	(18,900)	(2,815)	16,085	(22,500)	(10,000)	
Less License Fees (Macys)	0	0	0	0	0	0	0	
Gross Profit	52,067	89,604	529,817	644,432	114,615	694,050	852,050	
7) Facilities Rental Gross	21,000	31,745	205,000	229,859	24,659	265,000	265,000	
8) Benefits Gross Income	0	11,800	265,000	181,264	(83,736)	265,000	229,500	
9) General Admissions COFAM Net	94,807	120,772	925,808	1,207,880	282,072	1,162,185	1,714,748	Museum Attendance -
10) Food & Beverage Concession Fees	7,000	10,327	57,000	111,681	54,681	75,000	150,000	Year-To-Date: 693,233visitors, 46% paid, 54% free
11) Exhibition Program Earned Income	64,748	31,161	324,746	235,867	(88,941)	436,348	459,826	Month of April: 89,776 visitors, 45% paid, 55% free
12) Museum Society Membership Services	16,556	20,460	334,321	321,857	(12,684)	387,761	360,000	
14)FAM Membership Dues	130,000	289,024	1,435,000	1,889,953	454,953	1,740,000	2,500,000	31,399 members, $60.19 per member
15) Conservation Services	15,000	16,021	156,000	130,824	(25,176)	189,978	189,976	Original 95/96 forecast: 30,000 members, $58.00 per member
16) Miscellaneous								Rolling forecast assumes 41,867 members, $80.00 per member
--Development Trip Fees	40,000	500	120,000	39,998	(80,002)	120,000	39,500	
--Other Fees	32,650	182,943	310,350	419,823	109,473	392,183	407,903	
Subtotal Revenue	473,630	744,357	4,663,044	5,412,978	749,934	5,729,503	7,166,305	
Total Support & Revenue	1,029,718	1,392,900	9,027,691	10,801,893	1,774,001	11,325,096	13,191,539	

	(1)		(2)			(3)	(4)	(5)
	April		10-Months			FY 1995-96	FY 1995-96	Notes
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	Rolling Forecast 5/3/96	
EXPENSES								
Personnel Expenses								
17) Curatorial								
Curatorial/Conservation/Education	239,338	251,201	1,713,475	1,542,223	(171,252)	2,048,548	2,046,255	
Project Funded Term Employees	31,773	(57,004)	333,614	318,449	(15,165)	416,223	500,931	
Exhibit Group	55,039	58,619	549,159	565,981	16,822	683,002	683,002	
Exhibit Program Temporary Labor	7,450	26,599	56,770	84,560	25,790	97,320	97,320	
16) Development	26,271	28,727	275,846	288,569	12,723	341,529	371,052	
19) Administration								
Administration General	71,904	76,155	897,492	725,365	27,673	869,749	919,749	
Operations Group	14,283	8,490	149,972	215,734	65,762	185,683	260,683	
Stores	31,455	28,394	296,589	332,226	35,637	376,718	436,718	
Facilities Rental	7,867	11,763	82,606	97,275	14,667	102,277	142,277	
20) Marketing & Membership								
General	17,298	16,998	181,613	181,740	127	224,854	226,740	
Public Relations & Advertising	10,580	10,096	111,085	126,500	15,415	137,534	137,534	
FAM Membership Services	28,000	28,962	247,608	256,571	6,963	318,092	318,092	
Museum Society Membership Services	6,067	6,101	114,114	106,892	(7,222)	127,531	120,531	
Subtotal Personnel	547,323	495,101	4,611,945	4,842,085	30,140	5,927,060	6,260,884	

	(1)		(2)			(3)	(4)	(5)
	April		10-Months			FY 1995-96	FY 1995-96	Notes
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	Rolling Forecast 5/3/96	
Other Expenses								
21) Curatorial								
Curatorial/Conservation/Education	51,151	74,104	485,937	435,278	(50,659)	613,815	702,881	
Publications	5,000	0	269,100	186,450	(82,650)	294,100	294,618	
Exhibit Group	5,000	9,806	47,495	44,560	(2,935)	59,994	64,902	
Exhibit Program	146,294	342,600	711,569	1,364,066	652,497	1,248,883	1,332,842	
22) Development								
Development General	48,000	4,581	437,000	456,929	19,929	545,750	612,686	
Benefits	0	38,267	130,000	147,387	17,387	130,000	130,000	
23) Administration								
Administration General	69,163	98,956	671,419	848,149	176,730	829,958	1,086,761	
Operations Group	38,237	71,418	363,252	407,958	44,706	458,845	810,187	
Facilities Rental	1,000	1,547	15,000	10,673	(4,327)	20,000	20,000	
Stores	3,569	8,027	47,640	56,844	9,204	60,400	80,659	
Stores AAM Payable	0	0	0	0	0	0	0	
24) Marketing & Membership								
General	(5,078)	(655)	50,781	158,896	108,115	60,937	152,715	
Public Relations & Advertising	20,000	37,508	289,000	331,216	42,216	367,050	444,114	
FAM Membership Services	65,000	103,812	415,146	405,351	(9,795)	475,812	501,321	
Museum Society Membership Services	8,320	10,078	198,561	189,273	(9,288)	232,492	212,492	
Subtotal Other Expenses	465,812	800,049	4,131,900	5,043,030	911,130	5,398,036	6,446,178	
Total Expenses	1,013,135	1,295,149	8,943,845	9,885,115	941,270	11,325,096	12,707,062	
SUPPORT & REVENUE OVER EXPENSES	16,583	97,751	83,847	916,578	832,731	0	484,477	
LESS PLANT FUND DEPRECIATION	(16,542)	(16,542)	(165,417)	(199,070)	(33,653)	(198,500)	(259,500)	
	41	81,209	(81,570)	717,508	799,078	(198,500)	224,977	

Annual Contributions Report -- 10 Months Ending April 30, 1996 (83.3% Of The Budget Year)

(1)	(2)			(3)				(3)	
Contribution Categories	April '96 Budget	Actuals	April '95 Actuals	Year To Date..... Budget	Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Current Year % of Annual Goals Achieved
1) Associates ($5,000 and up)	110,000	64,613	111,028	700,000	862,342	162,342	655,945	1,050,000	82.1%
2) Patrons ($2,500 - $5,000)	7,500	0	0	17,500	25,328	7,828	0	30,000	84.4%
3) Friends ($1,000 - $2,500)	20,000	36,000	10,000	205,000	297,824	92,824	158,153	275,000	108.3%
4) National Council/Other	500	1,100	2,000	14,000	42,721	28,721	10,117	15,000	284.8%
5) Mail Drive	20,000	595	10,330	135,000	178,660	43,660	94,940	140,000	127.6%
6) Phone Campaign	85,000	0	32,669	105,000	11,490	(93,510)	48,464	135,000	8.5%
7) Business	10,000	18,000	6,700	89,000	95,253	6,253	55,087	100,000	95.3%
8) Foundations	2,000	10,500	20,525	48,000	75,075	27,075	78,110	55,000	136.5%
	255,000	130,808	193,252	1,313,500	1,588,693	275,193	1,100,816	1,800,000	88.3%

Appendix "B" -- Stores Report: 10 Months Ended April 30, 1996

	In House Merchandising								Outside Merchandising			
	(1) deYoung Store		(2) Facing Eden Store		(3) Audubon Store		(4) Legion Store		(5) Wholesale & Royalties		(6) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Sales	640,000	613,844	175,000	39,923	87,500	118,459	190,000	636,392	239,167	117,688	1,331,667	1,526,306
Discounts	(38,400)	(53,171)	(7,000)	(2,120)	(3,500)	(5,965)	(7,600)	(37,717)	0	0	(56,500)	(98,973)
Cost of Goods	(345,600)	(315,333)	(94,500)	(22,007)	(47,250)	(53,732)	(102,600)	(325,848)	(136,500)	(63,165)	(726,450)	(780,085)
Commissions	0	0	0	0	0	0	0	0	(18,900)	(2,815)	(18,900)	(2,815)
Gross Profit	256,000	245,340	73,500	15,796	36,750	58,762	79,800	272,827	83,767	51,708	529,817	644,433
Personnel Expenses	210,924	241,902	19,080	32,270	14,470	7,336	25,421	29,753	26,594	20,966	296,489	332,227
Other Expenses	30,440	35,939	3,500	4,332	1,750	2,483	11,950	14,092	0	0	47,640	56,846
Total Expenses	241,364	277,841	22,580	36,602	16,220	9,819	37,371	43,845	26,594	20,966	344,129	389,073
Gross Profit Over Expenses	14,636	(32,501)	50,920	(20,806)	20,530	48,943	42,429	228,982	57,173	30,742	185,688	255,360
Variance to Year To Date		(47,137)		(71,726)		28,413		186,553		(26,431)		69,672

COFAM Balance Sheet At April 30, 1996

ASSETS		LIABILITIES & FUND BALANCES	
Cash	614,188	Accounts Payable	380,553
Cash Equivalents	3,461,585	Other Accrued Liabilities	2,974,271
Accounts Receivable	3,053,120	Deferred Income - Restricted	1,390,269
Prepaid Expenses	257,124	Deferred Income - Unrestricted	2,628,461
Note Receivable	100,000	Fund Balances	
Inventory - Store	694,805	Unrestricted Fund	3,294,236
Inventory - Publications	492,358	Plant Fund	(1,843,876)
Investment In Bonds	550,000	Revenues over Expenses	727,821
Furniture & Equipment (Net)	328,555	(Note 2)	
	9,551,735		9,551,735

COFAM Reserve At 4/30/96	2,933,800

Note 1 -- Reserve Formula

Cash & Cash Equivalents	4,075,773
Bonds	550,000
Accounts Receivable	3,053,120
Less Accounts Payable	(380,553)
Less Other Accrued Liabilities	(2,974,271)
Less Deferred Income - Restricted	(1,390,269)
COFAM Reserves	2,933,800

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	916,577
Less Plant Fund	(362,109)
Less Restricted Funds	172,736
Less Airport Fund	617
Surplus / (Deficit)	727,821

COFAM Balance Sheet At March 31,1996

ASSETS		LIABILITIES & FUND BALANCES	
Cash	852,203	Accounts Payable	558,771
Cash Equivalents	3,380,307	Other Accrued Liabilities	3,000,715
Accounts Receivable	3,193,845	Deferred Income - Restricted	1,610,771
Prepaid Expenses	199,806	Deferred Income - Unrestricted	2,540,093
Note Receivable	100,000	Fund Balances	
Inventory - Store	616,808	Unrestricted Fund	3,294,236
Inventory - Publications	624,255	Plant Fund	(1,843,876)
Investment in Bonds	550,000	Revenues over Expenses	704,976
Furniture & Equipment (Net)	348,462	(Note 2)	
	9,865,686		9,865,686

COFAM Reserve At 3/31/96	2,806,098

Note 1 -- Reserve Formula

Cash & Cash Equivalents	4,232,510
Bonds	550,000
Accounts Receivable	3,193,845
Less Accounts Payable	(558,771)
Less Other Accrued Liabilities	(3,000,715)
Less Deferred Income - Restricted	(1,610,771)
COFAM Reserves	2,806,098

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	818,827
Less Plant Fund	(337,453)
Less Restricted Funds	223,602
Less Airport Fund	0
Surplus / (Deficit)	704,976

COFAM Operating Budget Proposal FY 1996-97

30 May 1996

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COFAM 5/30/96 OPERATING BUDGET PROPOSAL - FY 1996/97

	(1) Actuals 94/95	(2) FY 1995/96 Original Budget	(3) FY 1995/96 Rolling Forecast 5/3/96	(4) FY 1996/97 Proposal 5/30/96	(5) Notes
SUPPORT & REVENUE					
Support					
1) Annual Contributions	1,623,636	1,800,000	1,853,000	2,100,000	See Appendix "A" page 5
2) Society Contribution	621,425	778,578	818,950	0	Museum Society contribution ends 6/30/96
3) Foundation Endowment Support	936,176	923,531	923,531	986,895	4.25% unrestricted distribution
4) Specified Funds					
--Curatorial/Conservation	85,761	441,219	410,219	327,145	See Appendix "C" page 8
--Achenbach Collection Mgmt. Project	31,300	47,875	125,000	0	Project ends 6/30/96
--Publications	0	294,100	185,450	64,000	Mellon funds available
--Exhibition Funds Secured	136,554	478,342	694,800	471,541	See Appendix "B" pages 6 and 7
--Exhibition Funds To Be Raised	0	100,000	40,000	100,000	
--Education Programs	321,818	358,465	358,465	237,700	See Appendix "C" page 8
--General	263,930	249,483	438,819	89,379	Ditto
Subtotal Specified Funds	839,363	1,969,484	2,252,753	1,289,765	
5) COFAM Investment Income	155,040	124,000	175,000	150,000	Based on a $2,500,000 balance @ 6%
Subtotal Support	4,175,640	5,595,593	6,023,234	4,526,660	

COFAM 5/30/96 OPERATING BUDGET PROPOSAL - FY 1996/97

	(1) Actuals 94/95	(2) FY 1995/96 Original Budget	(3) FY 1995/96 Rolling Forecast 5/3/96	(4) FY 1996/97 Proposal 5/30/96	(5) Notes
Revenue					
6) Museum Store Sales	3,583,627	1,737,500	2,065,057	2,282,100	
Less Discounts	(150,468)	(74,100)	(132,602)	(150,179)	
Less Cost of Goods	(1,728,890)	(946,850)	(1,070,405)	(1,184,109)	
Less Commissions	(19,425)	(22,500)	(10,000)	(13,500)	
Less License Fees (Macys)	(40,539)	0	0	0	
Gross Profit	1,644,305	694,050	852,050	934,312	See Appendix " D" page 9
7) Facilities Rental Gross	137,397	265,000	265,000	425,000	Facility Rentals - $300k, Cafe rentals $125k
8) Benefits Gross Income	149,736	265,000	229,500	45,000	
9) General Admissions COFAM Net	1,274,090	1,162,185	1,714,748	1,559,561	See Appendix "E" page 10
10) Food & Beverage Concession Fees	86,559	75,000	140,000	191,281	See Appendix "F" page 11
11) Exhibition Program Earned Income	1,021,255	438,348	459,628	616,199	See Appendix "B" pages 6 and 7
12) Museum Society Membership Services	1,489,435	387,761	360,000	0	Museum Society ceases to operate
14)FAM Membership Dues	30,076	1,740,000	2,500,000	2,640,000	Based on 44K members @ $60 each
15) Conservation Services	146,017	189,976	189,976	196,480	
16) Miscellaneous					
--Development Trip Fees	88,915	120,000	39,500	120,000	
--Other Fees	385,287	392,183	407,903	327,550	
Subtotal Revenue	6,453,072	5,729,503	7,158,305	7,055,383	
Total Support & Revenue	10,628,712	11,325,096	13,181,539	11,582,043	

COFAM 5/30/96 OPERATING BUDGET PROPOSAL - FY 1996/97

	(1) Actuals 94/95	(2) FY 1995/96 Original Budget	(3) FY 1995/96 Rolling Forecast 5/3/96	(4) FY 1996/97 Proposal 5/30/96	(5) Notes
EXPENSES					
Personnel Expenses					
17) Curatorial					
Curatorial/Conservation/Education	1,883,161	2,046,548	2,046,255	2,127,196	
Project Funded/Term Employees	213,585	416,223	500,931	375,580	
Exhibit Group	637,786	683,002	683,002	711,052	
Exhibit Program Temporary Labor	152,331	97,320	97,320	139,120	
18) Development	386,277	341,529	371,052	356,010	
19) Administration					
Administration General	745,135	869,749	919,749	1,049,675	
Operations Group	360,757	185,683	260,683	191,177	
Stores	476,547	376,718	436,718	428,710	
Facilities Rental	68,153	102,277	142,277	153,182	
20) Marketing & Membership					
General	0	224,854	226,740	211,239	
Media Relations & Advertising	121,031	137,534	137,534	270,936	
FAM Membership Services	0	318,092	318,092	340,989	
Museum Society Membership Services	667,373	127,531	120,531	0	
Subtotal Personnel	5,712,136	5,927,060	6,260,884	6,354,866	

COFAM 5/30/96 OPERATING BUDGET PROPOSAL - FY 1996/97

	(1) Actuals 94/95	(2) FY 1995/96 Original Budget	(3) FY 1995/96 Rolling Forecast 5/3/96	(4) FY 1996/97 Proposal 5/30/96	(5) Notes
Other Expenses					
21) Curatorial					
Curatorial/Conservation/Education	589,170	613,815	702,881	493,734	See Appendix "G" pages 12 - 17
Publications	0	294,100	294,618	64,000	
Exhibit Group	77,618	59,994	64,902	83,155	
Exhibit Program	795,716	1,248,883	1,332,842	1,583,544	
22) Development					
Development General	717,325	545,750	612,706	527,525	
Benefits	85,394	130,000	130,006	19,800	
23) Administration					
Administration General	716,022	829,958	1,086,761	740,191	
Operations Group	290,587	458,845	810,187	487,225	
Facilities Rental	17,805	20,000	20,000	60,350	
Stores	190,204	60,400	80,659	52,268	
Stores AAM Payable	7,930	0	0	0	
24) Marketing & Membership					
General	0	60,937	152,715	110,609	
Media Relations & Advertising	347,632	367,050	444,114	390,060	
FAM Membership Services	0	475,812	501,321	614,716	
Museum Society Membership Services	671,850	232,492	212,492	0	
Subtotal Other Expenses	4,507,313	5,398,036	6,446,198	5,227,177	
Total Expenses	10,219,449	11,325,096	12,707,082	11,582,043	
SUPPORT & REVENUE OVER EXPENSES	409,263	0	474,457	0	
LESS PLANT FUND DEPRECIATION	(182,209)	(198,500)	(259,500)	(259,500)	
	227,054	(198,500)	214,957	(259,500)	

Appendix "A" - Annual Contributions

Contribution Categories	(1) FY 90-91 Actuals	(2) FY 91-92 Actuals	(3) FY 92-93 Actuals	(4) FY 93-94 Actuals	(5) FY 94-95 Actuals	(6) FY 95-96 Goals	(7) FY 95-96 Rolling	(8) FY 96-97 Goals
1) Associates ($5,000 and up)	782,483	888,465	967,998	928,378	1,002,438	1,050,000	1,165,000	1,150,000
2) Patrons ($2,500 - $5,000)	0	0	0	0	0	30,000	27,500	45,000
3) Friends ($1,000 - $2,500)	96,046	164,940	161,830	165,898	212,396	275,000	300,000	350,000
4) National Council/Other	10,175	84,843	6,686	10,249	18,105	15,000	42,000	40,000
5) Mail Drive	176,529	181,308	163,599	169,431	108,608	140,000	177,000	150,000
6) Phone Campaign	276,203	189,524	140,320	91,705	120,442	135,000	11,500	140,000
7) Business	165,750	107,762	126,790	64,330	70,837	100,000	65,000	125,000
8) Foundations	47,500	64,500	53,825	59,260	90,810	55,000	65,000	100,000
	1,554,686	1,681,342	1,621,048	1,489,251	1,623,636	1,800,000	1,853,000	2,100,000

Note: In FY 93-94 about $100,000 in Associates contributions was directed to Dead Sea Scrolls exhibition funding.

Appendix "B" – Exhibition Program FY 1996-97

	In-House Exhibitions	Venue	(1) Runs		(2) Cost Original	Revised	(3) Gifts and Grants Original	Revised	(4) Income Original	Revised	(5) Nets Original	Revised
1	Pergamon The Telephos Frieze Restored (199)	L	04-May-96	08-Sep-96	88,838						(88,838)	
2	Faberge in America (102)	D	25- May-96	26-Jul-96	44,708				136,400 2K Audio 134 4K Tix		91,692	
3	Paris Modern The Swedish Ballet 1920-1925 (131)	L	15-Jun-96	29-Sep-96	47,670		15,000	NEA			(32,670)	
4	Irving Norman (112)	D	03-Jul-96	06- Oct 96	10,196						(10,196)	
5	Unraveling Yarns Rotation (122)	D	00-Aug-96	00-May-97	6,899						(6,899)	
6	Arts of Oceania (113)	D	04-Sep-96	ongoing	53,057		10,000	Freda			(43,057)	
7	Art of the Americas Cultural Crosscurrents (138)	D	04-Sep-96	8-Dec-97	13,094						(13,094)	
8	The Observant Eye Drawings by Don Bacardy (140)	D	04-Sep-96		10,095						(10,095)	
9	Best Culture and the New America (110)	D	05-Oct-96	29-Dec-96	199,142		199,142	Root $198,142 Bransten $1,000			0	
10	Sculptor's Works on Paper/Achenbach (126)	L	12-Oct-96	18-Jan-97	5,910						(5,910)	
11	Modern Sculpture from the Nasher Collection (183)	L	26-Oct-96	18-Jan-97	265,499						(265,499)	
12	The Shape of Belief African Art from the Hakle Collection (185)	D	16-Nov-96	00-Mar-97	11,267						(11,267)	
13	Best Foot Forward (162)	D	00-Nov-96	00-Apr-97	2,625						(2,625)	
14	Art of the Americas Identity Crisis (137)	D	00-Jan-97	00-Apr-97	13,094						(13,094)	
15	The Peste Family Creation of a Legacy (107)	D	25-Jan-97	08-Apr-97	184,249		184,249	Root			0	
16	Masterpieces of the Morgan Library (115)	L	15-Feb-97	27-Apr-97	125,674						(125,674)	
17	Bouquets to Art	?	00-Mar-97	00-Mar-97								
18	Reinstallation of the American Galleries - Phase 1	D	00-Mar-97	ongoing								
19	AQA Rotation (121)	D	00-Apr-97	ongoing	3,150		3,150	Fleischacker			0	
20	Youth Arts Festival	D	00-May-97	00-May-97								
21	Gallery 22 Rotation - Textiles	D	00-May-97	00-Oct-97	1,725						(1,725)	
22	Life & The Afterlife in Ancient Peru (124)	D	17-May-97	10-Aug-97	166,720		60,000	NEA	69,999 46K visitors		(58,721)	
23	Nathan Oliveira Monotypes	L	00-Jun-97	00-Aug-97	14,616						(14,616)	
24	Recent Acquisitions from AFQA	L	00-Jun-97	00-Aug-97	8,411						(8,361)	
25	Andean Textiles (116)	D	00-Jun-97	00-Nov-97	27,625						(27,625)	
26	Grants and Gifts To Be Raised						100,000				100,000	
			Subtotal In-House Exhibits		1,329,964		571,541		206,399		(551,874)	

Appendix "B" – Exhibition Program FY 1996-97

Value	(1) Runs	(2) Cost Original	(2) Cost Revised	(3) Gifts and Grants Original	(3) Gifts and Grants Revised	(4) Income Original	(4) Income Revised	(5) Nets Original	(5) Nets Revised
FAM Travelling Exhibitions									
27	Faberge - Traveling	328,000				Participation 345,000 fees, shipping		17,000	
28	Pergamon - Traveling	64,800				64,800 Metropolitan Museum		0	
	Subtotal Traveling Tours	392,800		0		409,800		17,000	
	Total In House and Traveling Exhibitions	1,722,664		571,541	0	616,195		(534,874)	
	Temporary Exhibition Personnel Costs =	139,120							
	Other Expense =	1,583,544							

APPENDIX "C" - SPECIFIED FUND REVENUE FISCAL YEAR - FISCAL YEAR 1996/97

DESCRIPTION	Project #	ORIGINAL BUDGET TOTALS	FUNDED BY
CURATORIAL			
AMERICAN ART PERSONNEL COSTS		192,970	ROOT
CONSERVATION PERSONNEL (25% PTGS/OBJECTS)		40,000	ROOT
AMERICAN ART INTERN		1,600	ROOT
ROOT VISITING CURATOR		5,000	ROOT
AMERICAN ART NON-AAA MICROFILM AND BOOKS		21,000	PERRY/BARCLEY
DEMUTH RAISONNE		12,000	ROOT
VAN DYCK PAINTING CONSERVATION	771	10,000	NEA
TRIUMPH OF FORTITUDE TAPESTRY CONSERVATION	795	8,000	NEA
ORMOLU CLOCK	7867	4,050	HUNTINGTON FUND
CITY SCULPTURE	789	13,800	CCSF
AOA INTERN	717	10,000	NEA
DANCE AND THEATER DRAWINGS CONSERVATION	723	8,725	IMS
TOTAL CURATORIAL		327,145	
PUBLICATIONS			
VARIOUS		64,000	MELLON FUNDS AVAILABLE
EXHIBITIONS			
PARIS MODERN	131	15,000	NEA
ARTS OF OCEANIA	113	10,000	FRIEDE
BEAT CULTURE AND THE NEW AMERICA	110	199,142	ROOT - $198.1K, BRANSTEN - $1K
THE PEALE FAMILY - CREATION OF A LEGACY	107	184,249	ROOT
AOA ROTATION	121	3,150	FLEISCHACKER
LIFE AND AFTERLIFE IN ANCIENT PERU	124	60,000	NEA
TOTAL EXHIBITIONS		471,541	
EDUCATION PROGRAMS			
EDUCATION PROGRAM - GENERAL		114,380	CAC
SCHOOL PROGRAM - GENERAL		32,260	EL DORADO $3K, McMICKING - $10K, HEARST - $18,560, CAC - $700
POET IN THE GALLERIES	734	18,760	CAC - $5K, HARRISON - $13,760
YOUTH ARTS FESTIVAL	757	25,000	CHEVRON
MUSEUM AMBASSADORS		35,800	CHESEBROUGH - $10k, SANWA BANK - $5K, SFUSD - $6.8K, CAC - $9K, GENSTAR - $5K
DOING AND VIEWING		11,500	CAC - $1,500, ODELL - $10K
TOTAL EDUCATION		237,700	
GENERAL			
DEYOUNG PLANNING	611,612	44,379	$5.1K CROCKER TRUST ROLLOVER, REMAINDER TO BE RAISED
FIRST WEDNESDAY EVENINGS	714	25,000	ESSEY
1/2 PRICE WEDNESDAY EVENINGS	752	20,000	ESSEY
TOTAL GENERAL		89,379	

APPENDIX "E" - STORES REVENUE AND EXPENSE BUDGETS - FY 1996/97

	In House Merchandising				Outside Merchandising	
	(1) deYoung Store Budget	(2) Legion Store Budget	(3) Faberge Budget	(4) Beat Show Budget	(5) Wholesale & Royalties Budget	(6) Grand Totals Budget
Sales	1,023,500	756,000	192,000	125,600	185,000	2,282,100
Discounts	(92,115)	(45,360)	(7,680)	(5,024)	0	(150,179)
Cost of Goods	(521,985)	(393,120)	(103,680)	(67,824)	(97,500)	(1,184,109)
Commissions	0	0	0		(13,500)	(13,500)
Gross Profit	409,400	317,520	80,640	52,752	74,000	934,312
Personnel Expenses	257,161	123,840	4,635	14,500	28,574	428,710
Other Expenses	36,338	12,510	1,800	1,620	0	52,268
Total Expenses	293,499	136,350	6,435	16,120	28,574	480,978
Gross Profit Over Expenses	115,902	181,170	74,205	36,632	45,426	453,334

APPENDIX "D" - STORES REVENUE PROJECTIONS - FY 1996-97

DeYOUNG STORE

DOLLARS PER HEAD BASED ON JULY - MARCH 1996		$1.78
DEYOUNG VISITORS PROJECTION		575,000
DeYOUNG SALES	1,023,500	
DISCOUNTS @ 9%	(92,115)	
COGS @51%	(521,985)	
NET DeYOUNG SALES	409,400	

LEGION STORE

DOLLARS PER HEAD BASED ON NOVEMBER - MARCH 1		$1.89
LEGION VISITORS PROJECTION		400,000
LEGION SALES	756,000	
DISCOUNTS @ 6%	(45,360)	
COGS @52%	(393,120)	
NET LEGION SALES	317,520	

MERCHANDISING SALES

BASED ON CURRENT YEAR ACTUALS

WHOLESALE	150,000	
COGS @65%	(97,500)	
COMMISSIONS @9%	(13,500)	
	39,000	
ROYALTIES	35,000	

FABERGE STORE - 7/1 - 7/28/96

DOLLARS PER HEAD BASED ON COMPARABLE EXHIBITIONS		3.00
FABERGE VISITORS PROJECTION		64,000
FABERGE SALES	192,000	
DISCOUNTS @4%	(7,680)	
COGS @54%	(103,680)	
NET FABERGE SALES	80,640	

BEAT CULTURE STORE - 10/6 - 12/29/96

PROJECTION BASED ON AUDUBON 2-3/96

BEAT SALES	125,600
DISCOUNTS @4%	(5,024)
COGS @54%	(67,824)
NET FABERGE SALES	52,752

TOTAL STORE SALES

SALES	**2,282,100**
DISCOUNTS @ 5%	**(150,179)**
COGS @ 53%	**(1,184,109)**
COMMISSIONS	**(13,500)**
TOTAL NET SALES	**934,312**

LARCO STORE - TBD

APPENDIX "E" - GENERAL ADMISSIONS FORECAST - FY 1996-97

	LEGION VISITORS	DeYOUNG VISITORS	TOTAL VISITORS
JULY - FABERGE TO 7/28/96	55,000	75,000	130,000
AUGUST	55,000	45,000	100,000
SEPTEMBER	35,000	40,000	75,000
OCTOBER - TAIWAN 10/4 - 12/8/96	35,000	75,000	110,000
NOVEMBER - BEAT 10/6 - 12/29/96	35,000	100,000	135,000
DECEMBER - NASHER 10/26 - 1/18/97	25,000	40,000	65,000
JANUARY PEALE 1/25 - 4/6/97	25,000	20,000	45,000
FEBRUARY	25,000	20,000	45,000
MARCH	25,000	30,000	55,000
APRIL	25,000	30,000	55,000
MAY - PERU 5/7 - 1010/97	30,000	40,000	70,000
JUNE	30,000	60,000	90,000
	400,000	575,000	975,000

MUSEUM ATTENDANCE REVENUE

GROSS ADMISSIONS REVENUE	$2,441,250
LESS ADMISSIONS EXPENSE	(157,152)
LESS AAM PREMIUM	(113,750)
LESS COFAM PREMIUM	(338,021)
	1,832,327
ONE THIRD AAM	610,776
TWO THIRDS FAM	1,221,540
TOTAL AAM ADMISSIONS REVENUE	$724,526
TOTAL FAM ADMISSION REVENUE	$1,559,561

	LEGION ADMISSION REVENUES	DeYOUNG ADMISSION REVENUES	TOTAL ADMISSION REVENUES
# OF VISITORS X $3.30 AT LEGION # OF VISITORS X $1.95 AT DeYOUNG	1,320,000	1,121,250	2,441,250

% OF PAID VISITORS AT LEGION	51.7%	BASED ON FISCAL YEAR 1995/96 RECORDS
% OF PAID VISITORS AT DeYOUNG	40.0%	BASED ON FISCAL YEAR 1995/96 RECORDS
% OF PAID VISITORS AT POPULAR EXHIBITIONS	60.0%	

WINNER TAKE ALL CALCULATIONS

		PAID VISITORS	$ PER PAID VISITOR	COFAM PREMIUM
LEGION	JULY	28,435	$6.43	86,387
	AUGUST	28,435	$6.43	86,387
	SEPT	28,435	$6.43	86,387
	OCT	18,095	$6.43	19,901
	NOV	18,095	$6.43	19,901
	MAY	15,510	$6.43	3,279
	JUNE	15,510	$6.43	3,279
DeYOUNG	JULY	45,000	$3.25	32,500
	TOTAL COFAM PREMIUM			338,021

		PAID VISITORS	$ PER PAID VISITOR	AAM PREMIUM
AAM	OCTOBER	45,000	3.25	32,500
	NOVEMBER	60,000	3.25	81,250
	TOTAL AAM PREMIUM			113,750

APPENDIX "F" - FOOD AND BEVERAGE CONCESSION FEES PROJECTION - FY 1996/97

CAFE SALES PER PERSON BASED ON JULY - MARCH 1996

DeYOUNG	1.23
LEGION	1.42

CAFE CATERING PER MONTH BASED ON JULY - MARCH 1996

DeYOUNG	17,330
LEGION	57,800

MONTH	DeYOUNG ATTENDANCE	DeYOUNG SALES	DeYOUNG CATERING	TOTAL DeYOUNG	LEGION ATTENDANCE	LEGION SALES	LEGION CATERING	TOTAL LEGION
JULY	75,000	92,250	17,330	109,580	55,000	78,100	57,800	135,900
AUGUST	45,000	55,350	17,330	72,680	55,000	78,100	57,800	135,900
SEPTEMBER	40,000	49,200	17,330	66,530	35,000	49,700	57,800	107,500
OCTOBER	75,000	92,250	17,330	109,580	35,000	49,700	57,800	107,500
NOVEMBER	100,000	123,000	17,330	140,330	35,000	49,700	57,800	107,500
DECEMBER	40,000	49,200	17,330	66,530	25,000	35,500	57,800	93,300
JANUARY	20,000	24,600	17,330	41,930	25,000	35,500	57,800	93,300
FEBRUARY	20,000	24,600	17,330	41,930	25,000	35,500	57,800	93,300
MARCH	30,000	36,900	17,330	54,230	25,000	35,500	57,800	93,300
APRIL	30,000	36,900	17,330	54,230	25,000	35,500	57,800	93,300
MAY	40,000	49,200	17,330	66,530	30,000	42,600	57,800	100,400
JUNE	60,000	73,800	17,330	91,130	30,000	42,600	57,800	100,400
TOTALS	575,000	707,250	207,960	915,210	400,000	568,000	693,600	1,261,600

CONCESSION FEE SCHEDULE
FISCAL YEAR 1996/97

MONTH	CONCESSION FEES @ 6%	TOTAL REVENUE OVER $55K	CONCESSION FEES @ 10%	TOTAL CONCESSION FEES
JULY	3,300	190,480	19,048	22,348
AUGUST	3,300	153,580	15,358	18,658
SEPTEMBER	3,300	119,030	11,903	15,203
OCTOBER	3,300	162,080	16,208	19,508
NOVEMBER	3,300	192,830	19,283	22,583
DECEMBER	3,300	104,830	10,483	13,783
JANUARY	3,300	80,230	8,023	11,323
FEBRUARY	3,300	80,230	8,023	11,323
MARCH	3,300	92,530	9,253	12,553
APRIL	3,300	92,530	9,253	12,553
MAY	3,300	111,930	11,193	14,493
JUNE	3,300	136,530	13,653	16,953
TOTALS	39,600	1,518,810	151,681	191,281

MONTH	TOTAL SALES	TOTAL CATERING	TOTAL REVENUE
JULY	170,350	75,130	245,480
AUGUST	133,450	75,130	208,580
SEPTEMBER	98,900	75,130	174,030
OCTOBER	141,950	75,130	217,080
NOVEMBER	172,700	75,130	247,830
DECEMBER	84,700	75,130	159,830
JANUARY	60,100	75,130	135,230
FEBRUARY	60,100	75,130	135,230
MARCH	72,400	75,130	147,530
APRIL	72,400	75,130	147,530
MAY	91,800	75,130	166,930
JUNE	116,400	75,130	191,530
TOTALS	1,275,250	901,560	2,176,810

Appendix "G" -- COFAM Other Expense Summary FY 1996-97

	(1)	(2)	(3)	(4)	(5)	(6)	
			FY 1995-96		FY 1996-97		
		FY 1995-96	Rolling	Proposed	Spec Fnd or	Change =	
	FY 1994-95	Original	Forecast	FY 1996-97	Fee Covg	Proposed (4)	
	Actuals	Budget	5/3/96	5/30/96	(Partial List)	- Original (2)	Notes
Division / Departments							
CURATORIAL DIVISION							
Curatorial / Conservation							
101 Office of the Chief Curator	62,433	59,500	61,015	ERR		ERR	
101-XXX Ancient Art & Interpretation	750	1,500	3,347	ERR		ERR	
103 Library	28,044	34,600	35,200	ERR		ERR	
104 Registration	75,838	52,730	66,030	ERR		ERR	
104-743 Registration: Loans Out - Reimbursable	0	20,000	20,000	20,000	20,000	0	
104-811 Registration: Acquisitions Freight	8,254	10,000	10,000	10,000		0	
105 Permanent Collection Maintenance	23,148	4,000	36,821	ERR		ERR	
111 European Art	1,571	1,250	1,783	ERR		ERR	
112 American Art	39,689	9,160	9,160	ERR		ERR	
112-813 American Art: Demuth Catalogue Research	409	20,000	20,000	12,000	12,000	(8,000)	Root
112-750 Am Art: Smithsonian Microfilm	6,594	4,000	4,000	21,000	21,000	17,000	Barclay/Perry funds
113 Textiles	3,288	1,200	1,200	ERR		ERR	
113-738 NEA Andean Textiles	3,601	300	300	ERR		ERR	
113-730 McCoy Jones Project				ERR		ERR	
115 Achenbach	10,696	10,580	22,074	ERR		ERR	
115-724 NEA Crown Point Manuscript	544	7,000	7,000	ERR		ERR	
117 AOA	2,157	1,150	1,150	ERR		ERR	
119-770 Permanent Collection - Hearst Monastery	2,919	0	0	ERR		ERR	
121 Paintings Conservation	9,477	12,200	12,200	ERR		ERR	
121-767 Ptgs Cnsv: IMS French Paintings	2,562	0	0	ERR		ERR	
121-768 Ptgs Cnsv: Contract Lab Work	4,072	4,500	4,500	1,000	1,000	(3,500)	+$53.3k payroll
121-771 Ptgs Cnsv: NEA Van Dyck	0	600	600	600	10,000	0	+ $10k project payroll
122 Textiles Conservation	11,751	6,945	15,425	ERR		ERR	
122-739 Tex Cnsv: Contract Work	7,145	1,800	1,800	1,000	1,000	(800)	
122-748 Tex Cnsv: Storage Pest Control	3,415	5,550	5,550	ERR		ERR	+ $7k project payroll
122-794 Tex Cnsv: St Peter Tapestry	2,340	4,000	4,000	ERR	4,000	ERR	
122-795 Tex Cnsv: NEA Tapestry Treatment				1,150	1,150	1,150	NEA Grant + $11.2k project payroll
123 Paper Conservation	8,674	3,600	3,600	ERR		ERR	
123-744 Paper Conservation -- Regional Lab	7,287	15,500	15,500	15,500	15,500	0	+$88k project payroll
123-720/1/2 Achenbach Collection Management Project	77,001	30,300	30,300	ERR	0	ERR	
124 Objects Conservation	14,314	13,800	13,800	ERR		ERR	
124-740 Objects Cnsv: Contract Work	6,637	8,100	8,100	13,300	13,300	5,200	
124-741 Objects Cnsv: Spanish Ceiling	5,993	0	0	ERR		ERR	
124-788 Objects Cnsv: Ormolu Clock Repair	285	4,050	4,050	4,050	4,050	0	Huntington Fund
124-789 Objects Cnsv: SF City Sculpture	1,520	4,250	4,250	5,300	5,300	1,050	+ $8.5k project payroll

Appendix "G" -- COFAM Other Expense Summary FY 1996-97

	(1)	(2)	(3)	(4)	(5)	(6)	
			FY 1995-98		FY 1996-97		
		FY 1995-96	Rolling	Proposed	Spec Fnd or	Change =	
	FY 1994-95	Original	Forecast	FY 1998-97	Fee Covg	Proposed (4)	
	Actuals	Budget	5/3/96	5/30/96	(Partial List)	- Original (2)	Notes
Division / Departments							
124-790 Objects Consv: Airport Exhibition Projects	0	0	0	8,300	8,300	8,300	CCSF
	432,408	352,165	422,755	ERR	116,600	ERR	
Education							
131 Ed: School Program	16,942	18,060	22,457	ERR	21,525	ERR	Hearst, McMicking, CAC
131-733 Ed: NEA Through Artists Eyes	12,945	8,000	8,000	ERR	8,000	ERR	
131-734 Ed: Poet-In-The-Galleries	18,221	18,760	18,760	18,760	5,000	0	CAC - $5K, Harrison - $13.7K
131-757 Ed: Youth Arts Festival (Chevron)	22,324	25,000	25,000	25,000	25,000	0	Chevron
131-762 Ed: Kress Education Program	14,706	0	0	ERR		ERR	
131-704 Ed: Teachers Workshops	0	10,000	10,000	ERR	10,000	ERR	CAC
131-756 Ed: Gellery 1 Education Room		0	14,000	ERR		ERR	
132 Ed: Disabled	1,940	0	0	ERR		ERR	
133 Ed: Museum Ambassadors	17,854	5,600	5,600	5,950		350	
134-752 Ed: Hills Project	7,885	8,400	8,400	ERR	0	ERR	Hills Fdn Grant ends @ 6/30/96
133-758 Ed: Video Project (Eldorado Fdn)	0	12,000	12,000	ERR	12,000	ERR	
134-798 Ed: Doing & Viewing - deYoung	5,733	5,600	5,600	5,600		0	CAC, Odell
134-799Ed: Doing & Viewing - Legion	0	4,000	4,000	3,822		(178)	CAC, Odell
135 - Adult Educations Programs	38,213	66,095	66,095	ERR	77,445	ERR	
135-701 Ed: Legion Organ Concerts	0	29,800	29,800	29,800	29,800	0	Bradley
141 Ed: Docent Council - General	0	27,995	28,074	ERR	15,000	ERR	Tours - $10K, Slide sales - $3K, Training - $2K
142 Ed: Docent Council - Western	0	7,990	7,990	ERR		ERR	
143 Ed: Docent Council - AOA	0	14,350	14,350	ERR	5,000	ERR	AOA Beginning Training Fees
	156,763	261,650	280,126	ERR	208,770	ERR	
Curetorial / Conservation / Education	589,170	813,815	702,881	ERR	325,370	ERR	
Publications							
102-XXX Publications: Works-In-Progress	0	294,100	294,618	64,000	64,000	(230,100)	Mellon funds - $64k, balance to inventory
Exhibit Group							
231 Exhibit Planning	29,467	30,000	30,408	ERR		ERR	
232 Graphic Design	26,629	12,610	17,110	ERR		ERR	
233 Exhibit Support: Technicians	21,522	17,384	20,775	ERR		ERR	
	77,618	59,994	68,293	ERR	0	ERR	
Exhibit Program							

Appendix "G" -- COFAM Other Expense Summary FY 1996-97

	(1)	(2)	(3)	(4)	(5)	(6)	
			FY 1995-96		FY 1996-97		
		FY 1995-96	Rolling	Proposed	Spec Fnd or	Change =	
	FY 1994-95	Original	Forecast	FY 1996-97	Fee Covg	Proposed (4)	
	Actuals	Budget	5/3/96	5/30/96	(Partial List)	- Original (2)	Notes
Division / Departments							
24X-XXX Exhibit Program	795,716	1,248,883	1,332,842	1,583,544	1,059,416	334,661	Plus $139,260 temporary labor Fees $271k Spec Funds $789.6k
Subtotal Curatorial Division	1,462,504	2,216,792	2,398,634	ERR	1,448,786	ERR	
DEVELOPMENT DIVISION							
Development General							
301 Office of the Dep Dir Development	119,954	66,050	301,006	ERR		ERR	Includes Planned Giving at $6,700
301-534 Centennial Celebration	137,216	0	0	ERR		ERR	
302 Government/Foundation Grants	801	4,000	4,000	ERR		ERR	
304 Capital Campaign	19,324			ERR		ERR	
311 Individual Support Under $5,000	4,013	5,800	5,800	ERR		ERR	Based on 300-400 Friends
312 Mail Campaign	57,644	60,000	36,000	ERR		ERR	
314 Phone Campaign	44,050	80,000	1,000	ERR		ERR	
321 Associates	0	5,000	5,000	ERR		ERR	140 Associates
322 Trips	99,685	120,000	65,000	120,000		0	
323-502 Nat'l Council: Out-of-Town Meeting	0	6,500	6,500	ERR		ERR	30+ National Council Members
323-503 Nat'l Council: S.F. Meeting	3,706	0	0	ERR		ERR	
331-XXX FAM Development Events	62,381	163,400	163,400	ERR		ERR	Includes exhibition openings
332-XXX Exhibition Openings	102,637	35,000	25,000	ERR		ERR	
	651,410	545,750	612,706	ERR	0	ERR	
Benefits							
333-XXX Benefits	85,394	130,000	130,000	19,800	19,800	(110,200)	American Art Benefit
Subtotal Development Division	736,804	675,750	742,706	ERR		ERR	
ADMINISTRATIVE DIVISION							
Administration General							
401 Office of the Director	68,512	30,750	31,729	ERR		ERR	
401-611 deYoung Master Plan	71,278	0		ERR		ERR	

Appendix "G" -- COFAM Other Expense Summary FY 1996-97

	(1)	(2)	(3)	(4)	(5)	(6)	
			FY 1995-96		FY 1996-97		
		FY 1995-96	Rolling	Proposed	Spec Fnd or	Change =	
	FY 1994-95	Original	Forecast	FY 1996-97	Fee Covg	Proposed (4)	
	Actuals	Budget	5/3/96	5/30/96	(Partial List)	- Original (2)	Notes
Division / Departments							
401-612 Campaign 2000, Phase II -- A New de Young	0	143,930	162,305	ERR		ERR	
402 New Audience Development	52,344	25,000	25,000	ERR		ERR	
422 Aud Programs: Audio/Visual	0	15,000	18,600	ERR		ERR	
423 Aud Programs: Performing Arts	0	0	0	ERR		ERR	See 135-Adult Ed
XXX Extended Hours - Essey Family Fund Underwrite	10,406	108,541	108,541	45,000	45,000	(63,541)	Essey Family Fund
441 Accounting -- General	87,680	95,847	97,221	ERR		ERR	
442 Admissions	616	2,550	13,050	ERR		ERR	
451 Administration -- General [35,690]	421,904	403,840	625,815	472,108		68,268	
454 Legion Administrator				ERR		ERR	
471 Board of Trustees	6,730	4,500	4,500	ERR		ERR	
	719,470	829,958	1,086,761	ERR	45,000	ERR	
Operations Group							
202 Warehouse	131,881	138,550	144,550	143,927		5,377	
203 Security	25,443	26,480	33,280	ERR		ERR	
204 Engineering -- de Young	61,772	49,150	95,158	ERR		ERR	
XXX Engineering -- Legion	0	31,000	347,534	ERR		ERR	
208 Improvements	5,853	0	0	ERR		ERR	
208-614 233 Post, Floors 3, 5 & 6	11,420	73,005	73,005	117,344		44,339	COFAM picks up entire cost
211 Office Moves and Remodeling	9,130	4,800	6,800	ERR		ERR	
212 Health and Safety	3,886	10,800	10,800	ERR		ERR	
214 Pest Control	1,263	2,300	2,300	ERR		ERR	w/Legion
215 Custodial - de Young	27,932	71,760	45,760	ERR		ERR	$27k contract svcs +$21.7k supplies
XXX Custodial - Legion	0	51,000	51,000	ERR		ERR	$50k contract svcs +$16.3k supplies
	278,580	458,845	810,187	ERR	0	ERR	
334 Facilities Rentals	17,865	20,000	20,000	60,350	300,000	40,350	
Stores							
461-5 Museum Stores	189,327	60,400	80,659	ERR		ERR	
463 Product Development	877	0	0	ERR		ERR	TBD
	190,204	60,400	80,659	ERR		ERR	
Stores AAM Payable							

Appendix "G" -- COFAM Other Expense Summary FY 1996-97

	(1)	(2)	(3)	(4)	(5)	(6)	
			FY 1995-96		FY 1996-97		
		FY 1995-96	Rolling	Proposed	Spec Fnd or	Change =	
	FY 1994-95	Original	Forecast	FY 1996-97	Fee Covg	Proposed (4)	
	Actuals	Budget	5/3/96	5/30/96	(Partial List)	- Original (2)	Notes
Division / Departments							
XXX Museum Stores -- AAM Payable	0	0	0	ERR		ERR	
Subtotal Administrative Division	1,206,119	1,369,203	1,997,607	ERR	345,000	ERR	
MARKETING & MEMBERSHIP DIVISION							
GENERAL							
501 Marketing & Membership - General	0	0	86,129	ERR		ERR	
503 Corporate Fundraising	20,460	20,300	20,300	ERR		ERR	
505 Junior Arts Council	49,936	20,000	20,000	ERR	76,250	ERR	Dues - $11.2k, Events receipts - $65k
521 Visitor Services - General	0	0	0	ERR		ERR	
521-XXX ADA / Disabled	3,658	2,850	2,850	ERR		ERR	
522 Volunteer Council	8,349	6,625	6,625	ERR		ERR	
523 Flower Committee	0	11,162	16,811	ERR		ERR	
	82,403	60,937	152,715	ERR	76,250	ERR	
MEDIA RELATIONS							
511 Public Relations &Advertising -General	26,925	22,000	99,064	ERR		ERR	
513 Exhibition Promotional Materials	16,891	26,250	26,250	ERR		ERR	
	43,816	48,250	125,314	ERR	0	ERR	
ADVERTISING							
512 Promotional Brochures	7,867	30,000	30,000	ERR		ERR	Legion on line
514 Institutional Advertising	91,445	88,800	88,800	ERR		ERR	
515-XXX Exhibition Advertising	204,504	200,000	200,000	ERR		ERR	Pergamon - $15k, Faberge - $6k, Paris Modern - $11k Beat Culture - $40k, Nasher - $30k, Peale - $20k, Peru - $78
	303,816	318,800	318,800	ERR	0	ERR	
FAM MEMBERSHIP SERVICES							
531 Membership General	0	72,321	90,330	131,695		59,374	
532 Members Events	0	6,500	7,000	ERR		ERR	
533 Membership Promotion	0	179,000	179,000	ERR		ERR	
541 Information Services	0	39,346	39,346	ERR		ERR	
551 FAM Member Magazine	0	179,645	185,645	ERR		ERR	

Appendix "G" -- COFAM Other Expense Summary FY 1996-97

	(1)	(2)	(3)	(4)	(5)	(6)	
			FY 1995-96		FY 1996-97		
		FY 1995-96	Rolling	Proposed	Spec Fnd or	Change =	
	FY 1994-95	Original	Forecast	FY 1996-97	Fee Covg	Proposed (4)	
	Actuals	Budget	5/3/96	5/30/96	(Partial List)	- Original (2)	Notes
Division / Departments							
	0	475,812	501,321	ERR	0	ERR	
MUSEUM SOCIETY MEMBERSHIP SERVICES							
911 Administration General	4,904	6,160	6,160	ERR		ERR	
912 Accounting	2,821	508	508	ERR		ERR	
92X Docent Council	44,037	0	0	ERR		ERR	
941 Flower Committee	11,575	0	0	ERR		ERR	
951 Membership General	105,391	57,372	57,372	ERR		ERR	
952 Patrons	924	0	0	ERR		ERR	
953 Members' Events	49,946	31,330	21,330	ERR		ERR	
954 Membership Promotion	220,808	0	0	ERR		ERR	
961 Information Services	34,598	7,362	7,362	ERR		ERR	
97X Triptych	196,846	129,760	119,760	ERR		ERR	
Museum Society Membership Services	671,850	232,492	212,492	ERR	0	ERR	
Subtotal Marketing & Membership Division	1,101,885	1,136,291	1,310,642	ERR	76,250	ERR	
GRAND TOTALS -- OTHER EXPENSES	4,507,313	5,398,036	6,449,589	ERR	1,870,036	ERR	

Summary Notes
COFAM Fiscal Year 1996-97 Operating Budget Proposal
30 May 1996

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Overview

The COFAM $11.6 million operating budget proposal for the fiscal year beginning July 1, 1996 is balanced. It has been reviewed in detail by the Budget Committee, which recommends it to the Board of Trustees for approval.

Budget planning for next year is challenging. Full annual programing of the Legion and the de Young resumes for the first time in five years. Museum Society support ends as the FAM's own successful membership program begins its second year. Although Legion attendance surpassed all expectations in the current year, it is difficult to predict what it will level out to with consequent impacts on revenue from general admissions, stores, and cafe concession fees. De Young attendance and revenues are extremely variable, but historically the Legion has always been a stable operation, providing a fiscal anchor to FAM finances. It is good to have the new Legion back on line.

Next year's exhibition schedule includes a wide variety of top quality shows at both museums. However, with the exception of the tail-end of Faberge in July, it is unlikely that any will generate blockbuster numbers. This situation demands a more balanced budget approach with many small bets on various revenue sources combined with stringent cost control to achieve financial stability.

The COFAM operating budget excludes the bond campaign for a new de Young, and the Legion and de Young projects. These three activities are planned to be off-budget and supported by donations. At this writing, FAM's City budget is not yet settled. However, it is assumed that guardianship levels will be adequate to maintain current public hours.

What follows is a budget narrative, highlighting major resource and expense issues in the same manner as the monthly budget reports.

Support -- $4.5 Million

Annual Contributions have a $2.1 million goal, up $300,000 or 17% based on the expectation of exceeding the current year $1.8 million target -- a record-breaking result thanks to the hard and effective work of trustees and staff. (Details in budget Appendix "A" page 5.)

The Society Contribution ends with its phase-out. In FY 1995-96, FAM enjoyed for one year only twin sources of membership support -- $818,950 from the Society's previous year surplus and the proceeds of the new FAM membership program. Next year the FAM is on its own. Foundation Endowment Support is up $63,364 based upon an unrestricted fund distribution of 4.25% on a 24 month average value at 31 March 1996. The averaging period was increased by the FAM Foundation board from 18 months at the suggestion of the museum's auditors, Coopers & Lybrand. Specified Funds (restricted grants and donations offset dollar-for-dollar by expenses) are traditionally down at the beginning of the fiscal year because only known grants and donations are recorded, with the exception of $100,000 in exhibition funds to be

raised. As more specified funds are received throughout the year, the budget is revised in equal amounts for income and expenses without affecting the bottom line. (Details in budget Appendix "C" page 8.)

Revenue -- $7.1 Million

The visitor projection drives general admissions revenue, as well as the store gross and cafe concession fees. Historical attendance patterns, tempered by anticipated exhibition appeal, still seems a reasonable but not infallible approach to predicting de Young attendance at 575,000. However, the new Legion is quite another matter. In the last half year, monthly attendance has been remarkably strong, feathering down from about 60,000 visitors a month to 40,000. Just when and by how much its opening popularity will level off is speculative. The old Legion used to draw about 150,000 annually. Its new base visitor level could well be two or more times that. In FY 1996-97, some 400,000 visitors are forecast with strong summer and fall months of 35,000 to 50,000 (Pergamon and Paris Modern), followed by a succession of 25-30,000 visitors per month to round out the year. Legion admission fees continue to be $1 higher than the de Young's. There has been no price resistance to date.

FAM's two-thirds share of General Admissions revenue is pegged at $1,559,961 next year on 975,000 visitors. (Details in budget Appendix "E" page 10.) In turn, this attendance level should produce Store Gross Profits of $934,312 (Appendix "D" page 9) and Food and Beverage Concession Fees of $191,281 (Appendix "F" page 12).

The Facility Rental Gross at $425,000 is up substantially and is predicated on thirty $10,000 rentals of the museums plus fifty $2,500 Legion Cafe rentals. The attractiveness of the new Legion, combined with a full time position to sell and manage rentals, makes these goals plausible. Benefit Gross Income at $45,000 is a repeat of the successful American Art Department event. No other benefits are planned at this time.

Exhibition Program Earned Income stands at $616,199 of which two-thirds is from participation fees to cover the traveling expenses of Faberge and Pergamon. After earned income and specified funds are taken into account, the $1.7 million exhibition program requires a subsidy of $534,874. (Details in budget Appendix "B" page 6.)

Museum Society Membership Services revenue drops to zero in keeping with the close down of the Society.

FAM Membership Dues amounting to $2,640,000 are based on 44,000 members, averaging $60 each. At the end of May 1996, the count was approximately 35,000. By the end of the fiscal year, the count is projected to hit 42,000, with the Faberge exhibition serving as the vehicle to renew the 10,000 member bulge from Monet in Spring 1995. Keeping this group on the membership rolls in Spring 1997 in the absence of a major show is essential to the balanced budget plan.

Conservation Services fees paid to the labs from outside clients are offset by the same amount of expense. Development Trip Fees and expenses are budgeted at break even. Other Fees cover a long list, ranging from sales of FAM's own publications to Docent fees and photo use rights, to name but a few.

Personnel Expenses -- $6.4 Million

The combined COFAM / City workforce numbers 164 employees. There are 90 COFAM ongoing positions next year, up 5 from the current year original count. The City number for next year is pegged at 74 for convenience. It is based on the extension of the guard's union agreement with FAM. The guards rejected a tentative and mutually agreed to contract extension on 3 June 1996 in their desire to return to a 40-hour week from 35. However, because the Mayor's budget is premised on continuing the 35-hour week, layoffs will occur unless more money is provided. Guard scheduling to get the best coverage possible from a smaller work force was underway when these notes were being written. A status report will be given at the 13 June board meeting.

The following personnel table details both public and private positions.

FAM Personnel

	City			COFAM			Totals		
	Original Budget FY 95-96	Mayor's Proposal FY 96-97	Change	Original Budget FY 95-96	Proposed Budget FY 96-97	Change	Original FY 95-96	Proposed FY 96-97	Change
1. Curatorial Division									
1.1 Curatorial	3	3	0	10	12	2	13	15	2
1.2 Conservation	0		0	6	6	0	6	6	0
1.3 Exhibitions	0		0	13	14	1	13	14	1
1.4 Registration	2	2	0	6	4	-2	8	6	-2
1.5 Library	0		0	1	1	0	1	1	0
1.6 Education	0		0	6	6	0	6	6	0
1.7 Publications			0	1	2	1	1	2	1
	5	5	0	43	45	2	48	50	2
2. Development Division	0	0	0	5	5	0	5	5	0
3. Administrative Divison									
3.1 Administration	3	2	-1	5	5	0	8	7	-1
3.1 (a) Audience Development	0		0	1	1	0	1	1	0
3.2 Accounting	1	1	0	6	8	2	7	9	2
3.3 Security	55	56	1	0	0	0	55	56	1
3.3(a) Health &Safety	0		0	1	1	0	1	1	0
3.4 Engineering	5	5	0	0	0	0	5	5	0
3.5 Operations	2	2	0	3	3	0	5	5	0
3.6 Human Resources	0		0	1	1	0	1	1	0
3.7 Stores	0		0	6	7	1	6	7	1
	66	66	0	23	26	3	89	92	3
4. Marketing and Membership									
4.1 Marketing	0	0	0	1	2	1	1	2	1
4.2 Member Services	0	0	0	7	6	-1	7	6	-1
4.3 Media Relations & Advertising	0	0	0	4	4	0	4	4	0
4.4 Volunteer & Visitor Services	3	3	0	2	2	0	5	5	0
	3	3	0	14	14	0	17	17	0
	74	74	0	85	90	5	159	164	5

Union wages are up 2.75%; Merit Plan professional employee salaries have a 3.4% average increase. COFAM pension costs are 5% of salary -- down from 5.75%. Health insurance premiums are up a modest 1.5%. Domestic partner health insurance is being offered for the first time.

Other Expenses -- $5.2 Million

Other expenses were squeezed hard to help balance the budget. They are down $171,000 compared to the current year original budget. Other expenses are controlled at the department and project levels throughout the year. (Details in budget Appendix "G" page 13.)

There are several hundred explanations that could be made line-by-line in the other expense area. However, one would quickly run out of words and patience. Skimming Appendix "G" is worthwhile to get a feel for the many activities in which the museum is engaged. Because exhibition costs equal one-third of all other expenses, it's also useful to review the exhibition schedule (budget Appendix "B" page 6). Next year marks the resumption of full exhibit schedules at both museums since FY 1990-91. Last, note that in the Marketing and Membership area expense lines have increased primarily to recognize that the phase-out of The Museum Society will be completed on 30 June and that COFAM will bear the full cost of its successful new membership program in FY 1996-97.

bpn 6/7/96 # # #

Appendix E

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees

June 13, 1996

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Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1996	September 12	Noon	233 Post Street, 6th Floor
	November 7	Noon	233 Post Street, 6th Floor
	December 5	Noon	233 Post Street, 6th Floor
1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 12	Noon	233 post Street, 6th Floor

B. Board of Trustees Meetings

	Date	Time	Location
1996	October 10	3:00 p.m.	Gallery 23, de Young Museum
1997*	January 16	3:00 p.m.	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

*Pending approval at the June 13, 1996 Board of Trustees meeting

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
June 13, 1996

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Future Events

Event	Date
Museum Associates Trip to Peru	September 11-22, 1996

Current and Future Exhibitions

Title	Date	Museum/Gallery
The Exoticized Woman and Her Allure in American Art*	02/14/96-05/19/96	de Young 17
Classical Influences in Dress*	04/00/96-10/00/96	de Young 22/25
Pergamon: The Telephos Frieze from the Great Altar*	05/04/96-09/08/96	Legion/Rosekrans/ A+B
Faberge in America*	05/25/96-07/28/96	de Young 44
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/29/96	Legion C-F/10
Irving Norman*	07/03/96-10/06/96	de Young 27
Arts of the Americas: Cultural Crosscurrents*	09/04/96-12/08/96	de Young 36/37
Don Bacardy	09/04/96-12/01/96	de Young 39/40
Beat Culture & the New America 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/12/96 - 01/12/97	Legion F
Best Foot Forward*	11/00/96 - 05/00/97	de Young 22/25
Shape of Belief: African Art from the Michael R. Heide Collection*	11/16/96 - 3/09/97	de Young 27
Arts of the Americas: Identity Crisis*	01/00/97- 06/00/97	de Young 36/37
The Peale Family: Creation of a Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
American Perspectives II	02/00/97-06/00/97	de Young 36/37
Morgan Flagg Collection*	05/00/97-9/00/97	de Young 27
Arts of the Americas: Pride of Place*	05/00/97-07/00/97	de Young 36/37
Life and Afterlife in Ancient Peru*	05/17/97-08/10/97	de Young 44

*Exhibitions organized by FAMSF

FINE ARTS MUSEUMS of SAN FRANCISCO

Fine Arts Museums Foundation
Supporting
California Palace of the Legion of Honor
M H. de Young Memorial Museum

June 6, 1996

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Members of
The Fine Arts Museums Foundation

Dear Member:

Please find attached a copy of the minutes of the annual membership meeting of The Fine Arts Museums Foundation held on April 11, 1996.

If you have any questions please contact me at 750-3682.

Thank you.

Sincerely,

Michele

Michele Gutierrez
Secretary

Enclosure: April 11, 1996 annual membership meeting minutes

Administrative Offices
233 Post Street, San Francisco, CA 94108-5003
tel: 415.750.3682 fax: 415.750.7636

The tenth meeting of the members of The Fine Arts Museums Foundation was held in Gallery 23 at the M. H. de Young Memorial Museum on Thursday, April 11, 1996 at 5:00 p.m. The notice of the annual meeting of members was sent to each member on April 4, 1996.

Roll Call - Members present:

Shirley Breyer Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Barbara Bohannon Carleton
Mrs. Ransom S. Cook
Mrs. John V. Erickson
Richard P. Essey
Morgan Flagg
Mara Fritz
Ms. Frankie Jacobs Gillette
Mrs. Richard Goodyear
Richard W. Goss II
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
Beverly James
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. J. Alec Merriam
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Steven MacGregor Read
Katharine Doyle Spann
William E. Steen
Burl A. Toler, Sr.
Sidney R. Unobskey
Harry H. Wetzel
Mrs. Alfred S. Wilsey
Frank Montgomery Woods

Members Absent

Ruth Asawa
David A. Coulter
Belva Davis
Mrs. Ray Dolby
Richard H. Finn
David M. Jamison

Alexander R. Mehran
Michael W. Michelson
Kenneth Rainin
Waldemar Rojas
John N. Rosekrans, Jr.
Wm. Laney Thornton
Marshall I. Wais, Sr.

In President Crocker's absence, William Stimson, Foundation Vice President, chaired the membership meeting. Michele Gutierrez, Acting Foundation Secretary, served as Secretary. A quorum (of at least fifteen) was present.

Membership - The Fine Arts Museums Foundation membership is made up of the voting members of the Board of Trustees of The Fine Arts Museums of San Francisco, excluding the two ex-officio members: the Mayor and the President of the Recreation and Park Commission.

Minutes Approved - The minutes of the ninth members' meeting of April 13, 1995, were unanimously approved, having been mailed to all members shortly after the meeting and also on April 4, 1996 with the membership meeting notice.

Financial Condition and Operations of the Foundation - NOT REPORTED *(for information only)*

The Fine Arts Museums Foundation is a California non-profit corporation, organized to invest the endowment and certain restricted funds of The Fine Arts Museums. The Foundation also serves as the Investment Committee of COFAM. The Foundation Trustees meet quarterly, primarily to review the performance of the managers of the Endowment Fund.

The market value of the Endowment Fund at the close of business on April 10, 1996, the was $45,661,516.

The Foundation continues it's policy to use a total return investment strategy, emphasizing long-term growth and capital appreciation. The Foundation's distribution policy is based on an eighteen month rolling average value, calculated at the end of each quarter. The rate used for Fiscal Year 1995-96 was 4.25% with .25% to cover Foundation operating expenses and 4% museum support.

Election of Trustees

Mr. Stimsom reported that the Foundation Trustees submitted their Trustee nominations to the membership for election. He made the following nomination report for the Fine Arts Museums Foundation Trustee positions:

Trustees for Re-Election

Leonard E. Kingsley	(second term)
Alfred S.Wilsey	(second term)

Trustees for Election

George R. Roberts
Gail P. Seneca (to fill unexpired term to end 1997)

On motion, duly seconded and carried unanimously, the nominees were elected as Foundation Trustees.

The term for each position is for three years to expire in April 1999 unless otherwise noted. Trustees may succeed themselves in office; provided, however, that no Trustee may be elected for more than three consecutive terms. The Foundation Board consists of nine Trustee positions, including an ex-officio voting position for the President of the Board of Trustees of the Corporation of The Fine Arts Museums. Trustee members are:

Trustees	Term Expires
Charles Crocker	April 1998 (second term)
Richard W. Goss II	Ex-Officio member
Robert Mills	April 1998 (second term)
Walter S. Newman	April 1997 (second term)
William A. Stimson	April 1997 (second term)

Election For Trustee Emeritus Status:

Mr. Stimson reported that the nominees for Trustee Emeriti status are:

George Hopper Fitch - Mr. Fitch joined the Board in 1987.
Mrs. James K. McWilliams - Mrs. McWilliams joined the Board in 1977.
Richard B. Madden - Mr. Madden joined the Board in 1989.

On motion, duly seconded and carried unanimously, the nominees were elected Trustees Emeriti.

Ratification of the Selection of Coopers & Lybrand as Outside Independent Auditors of the Foundation for Fiscal Year 1993-1994.

Mr. Stimson presented the following resolution, which was unanimously adopted as **RESOLUTION NUMBER 9**:

RESOLVED, That the membership of The Fine Arts Museums Foundation does hereby ratify the selection of Coopers & Lybrand as this Corporation's independent public accountant for Fiscal Year 1994-1995.

Adjournment - There being no further business, the meeting was adjourned at 5:10 p.m.

Submitted by
Michele Gutierrez
Acting Secretary to the Foundation

SF
F40.25
#2
6/13/96

Minutes

Appendix A

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees

June 13, 1996

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Call to Order

A meeting of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, June 13, 1996, in the Board Room, California Palace of the Legion of Honor, Lincoln Park, San Francisco. A quorum being present, the meeting was called to order at 4:01 p.m. by Mrs. Alfred S. Wilsey, Chairman.

Roll Call

The following Trustees were present:

Ruth Asawa
Mrs. Philip E. Bowles III
Robert J. Bransten, Vice President/Collections
Mrs. Ransom S. Cook
Charles Crocker
Mrs. Ray Dolby
Mrs. John V. Erickson
Richard P. Essey
Richard H. Finn
Morgan Flagg
Mrs. Lynn C. Fritz
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David R. Hoyer
David M. Jamison, Vice President/Audience Development
Leonard E. Kingsley
J. Alec Merriam
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Waldemar Rojas
Gail P. Seneca
Katharine Doyle Spann
William E. Steen, Vice President/Facilities

Roll Call (continued)

William A. Stimson, Vice President/Finance
Burl A. Toler, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey, Chairman
Alfred S. Wilsey
Frank Montgomery Woods

The following Trustees were excused:

Shirley Breyer Black
George McNear Bowles
Barbara Bohannon Carleton
David A. Coulter
Belva Davis
Mrs. Richard Goodyear
Douglas W. Grigg
Reuben W. Hills III
Beverly James
Ann L. Johnson, M.D.
Stephen L. Johnson
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. Peter McBean
Alexander R. Mehran
Michael W. Michelson
Robert A. Mills
Kenneth Rainin
Steven MacGregor Read
George R. Roberts
John N. Rosekrans, Jr.
Wm. Laney Thornton, Vice President/Annual Support
Sidney R. Unobskey
Marshall I. Wais, Sr.

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

President Goss presided; Mrs. Gough acted as Secretary.

Report of the Chairman - Mrs. Alfred S. Wilsey

A. Report on the November 5, 1996 Bond Issue Election for A New de Young Museum in Golden Gate Park

Mrs. Wilsey introduced Elizabeth Colton, who represented the Museums' campaign consultants. She presented a report on the status of the November 5, 1996 bond issue election for a new de Young Museum. A positive vote by the Board of Supervisors to place the bond issue on the November ballot is expected at its meeting on June 17, 1996. Another vote of approval of the actual ordinance to include the bond issue on the November ballot is necessary and most likely will occur at the Board of Supervisors meeting to be held on Monday, July 15, 1996.

A press conference / rally is being scheduled for Wednesday, July 17, 1996, at the de Young Museum with Mayor Willie L. Brown, Jr., other major political endorsers and community leaders in attendance. This press conference will also serve as a public kick-off for the campaign. In mid-August, it is anticipated that a campaign headquarters in the de Young Museum neighborhood will be in operation, and the field campaign, which involves door-to-door canvassing, will be activated. The Board of Trustees will be kept apprised of developments.

Mrs. Wilsey thanked Ms. Colton for her report and stressed the importance of the public's understanding that the $73.3 million bond measure along with $44.1 million in private funds will provide the $117.4 million required to build a new de Young Museum in Golden Gate Park. The proposed underground parking facility will be built with private funds.

Mr. Parker requested Board members to familiarize themselves with the questions and answers handout regarding a new de Young Museum in Golden Gate Park, which was distributed at the meeting and is appended to these minutes for the record.

Mrs. Wilsey then proceeded to present the impressive results of the phone and mail bond issue campaign for a new de Young Museum through June 12, 1996. Over 3,000 people have responded, which clearly speaks to the broad and strong support for a new de Young Museum in Golden Gate Park.

B. Status of Trustee Pledge for the Capital Campaign for A New deYoung Museum in Golden Gate Park

Mrs. Wilsey advised that the goal to be reached by the end of June 1996 is $20 million in Trustee pledges. It is imperative that all Trustees participate in this effort to demonstrate the full and unqualified commitment of the Board of Trustees to a new de Young Museum in Golden Gate Park.

B. Status of Trustee Pledge for the Capital Campaign for A New deYoung Museum in Golden Gate Park (continued)

Appreciation was extended to those Trustees who have already pledged their support. Mrs. Wilsey noted that two individuals in particular should be acknowledged at this time. Honorary Trustee William Fries II has recently pledged $1 million to build a new de Young Museum, and just prior to the beginning of the meeting, Honorary Trustee Jay D. McEvoy made a pledge that brings the total Trustee pledge to $15 million as of this date. The generosity of Honorary Trustees Fries and McEvoy was recognized with a round of applause.

Report of the President - Richard W. Goss II

A. Approval of the April 11, 1996 Minutes of the Annual Meeting of the Board of Trustees

The third sentence of paragraph one on page 371 of the April 11, 1996 minutes was corrected to read as follows (wording in brackets to be deleted; underlined wording to be added):

"The Nominating Committee [accepted the resignation with regret] expressed its regret, and recommended that Mrs. Alfred S. Wilsey be elected Chairman of the Board of Trustees to fill the unexpired term of Mrs. Rosekrans, which term will end in April 1997."

Following this correction as requested by Trustee Reuben W. Hills III, who was unable to be present, and on motion, duly seconded and carried unanimously, the minutes of the April 11, 1996 Board of Trustees annual meeting, having been mailed to all Trustees in advance, were approved.

B. Approval of the May 9 1996 Minutes of the Executive Committee of the Board of Trustees

The minutes of the May 9, 1996 Executive Committee of the Board of Trustees, having been mailed to all Trustees in advance, were approved unanimously.

C. Fixing the Number of Trustees Positions - Board Resolution Number 171

The following resolution was unanimously adopted as **Board Resolution Number 171:**

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty-eight and not more than seventy-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty-four until such number is changed by this Board.

Report of the Chief Executive Officer - Harry S. Parker III

A. Report on FY 1995-96 COFAM Operating Budget

Mr. Parker stressed the favorable financial position as of April 30, 1996, which reflects a cumulative operating surplus of $916,578 before depreciation and $717,508 after. The ongoing financial success of the second half of this fiscal year, beginning with the increase generated by Legion attendance and concluding with the Faberge, Pergamon, and Swedish Ballet exhibitions, is captured in the year-end rolling forecast included in this budget report. It takes into account the surge in income to date and projected income, as well as a program of non-recurring capital investments initiated by management such as computer technology upgrades, the creation of the new Children's Gallery at the de Young Museum, and the replacement of the chillers at the Legion of Honor. The COFAM reserve stood at $2,933,800, well above the $2 million required by Board policy.

B. Review and Approval of FY 1996-97 COFAM Operating Budget

Steve Dykes, Deputy Director for Administration and Finance, presented the proposed 1996-97 COFAM Operating Budget. The $11.6 million COFAM operating budget proposal is balanced and has been reviewed in detail by the Budget Committee, which recommends it to the Board of Trustees for approval. Budget planning for the next year is challenging. Budget highlights are noted as follows: 1) full annual programming of the Legion and the de Young resumes for the first time in five years; 2) the exhibition schedule includes a wide variety of quality shows, however, it is unlikely that blockbuster numbers will be generated; 3) bond campaign costs for a

B. Review and Approval of FY 1996-97 COFAM Operating Budget (continued)

new de Young Museum are excluded; 4) annual contributions are projected at $2.1 million reflecting a 17% increase or $300,000 over 1995-96; 5) the Museum Society contribution ends; 6) Foundation endowment support is up $63,364; 7) revenue is forecast at $7.1 million and includes $1,599,961 in general admissions based on 975,000 visitors, store gross profits of $934,312, food and beverage concession fees of $191,281, facility rental gross of $425,000, benefit gross income of $45,000, exhibition program earned income of $616,199, and FAM membership dues amounting to $2,640,000 based on 44,000 members; 8) personnel expenses for 164 COFAM/City employees totals $6.4 million; and 9) other expenses are projected at $5.2 million.

Upon the recommendation of the Budget Committee and on motion, duly seconded and unanimously carried, the 1996-97 COFAM Operating Budget Proposal of $11,582,043 was approved.

C. Bank Account Signatures - Board Resolution Number 172

Mr. Parker presented the following resolution, which was unanimously adopted as **Board Resolution Number 172.**

WHEREAS, In October 1987, in accordance with Board Resolution Number 4, the Corporation of The Fine Arts Museums established a bank account with Wells Fargo Bank, N.A. ("Wells Fargo") at the 5455 Geary Boulevard Branch, San Francisco; and

WHEREAS, From time to time, the bank account signers are changed by resolution (33, 91 and 121); now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any one of the following nine persons may sign checks or other instruments withdrawing funds from the account for $1,000 or less; that the signatures of two of the following nine are needed for checks or other instruments between $1,001 up to and including $10,000; and that for checks and other instruments over $10,000, one signatory of numbers 1-5 and one signatory of numbers 6-9 is required:

C. Bank Account Signatures - Board Resolution Number 172 (continued)

1) Harry S. Parker III, Chief Executive Officer
2) Stephen E. Dykes, Treasurer
3) Michele Gutierrez, Fiscal Officer for the Foundation
4) Barbara Boucke, Deputy Director for Development
5) Robert M. Cullison, Controller
6) Richard W. Goss II, President
7) Diane B. Wilsey, Chairman
8) Charles Crocker, Trustee
9) William A. Stimson, Vice President/Finance; and be it

FURTHER RESOLVED, That the authorized check signer cannot be the sole signature on a check or other instrument paying an invoice he or she has previously authorized for payment; and be it

FURTHER RESOLVED, That Resolution Number 4 remains in full force except the names of the check signers have changed; and be it

FURTHER RESOLVED, That Resolution Number 121 (Bank Account Signers) is hereby rescinded.

Appointment of Auditors and Approval of Board Resolution Number 173 - William A. Stimson, Vice President/Finance

Mr. Stimson presented the following resolution, which was unanimously adopted as **Board Resolution Number 173:**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby appoint Coopers & Lybrand as COFAM's independent public accountant to audit the COFAM balance sheet as of June 30, 1996 and the related statements of revenues; expenses and changes in fund balances for the year then ended; and be it

FURTHER RESOLVED, That Coopers & Lybrand is also appointed to audit the combined balance sheet of the Fine Arts Museums of San Francisco (FAM) as of June 30, 1996 and the related combined statements of revenues, expenses and changes in fund balances for the year then ended; and that the combined financial statements will include COFAM, The Fine Arts Museums

Appointment of Auditors and Approval of Board Resolution Number 173 (continued)

Foundation (FAMF), and FAM as recorded on the books of the City and County of San Francisco; and be it

FURTHER RESOLVED, That the cost of the audited combined financial statement for COFAM, FAM and FAMF will be about $75,800 including out-of-pocket costs.

Report of the Annual Support Committee - Mrs. Ransom S. Cook, Chair of the Associates, for Wm. Laney Thornton, Chair and Vice President for Annual Support

In the absence of Wm. Laney Thornton, Chair and Vice President for Annual Support, Mrs. Ransom S. Cook, Chair of the Museum Associates, provided the following report. The annual contribution goal of $1.8 million will be met and will exceed budget projections. Mrs. Cook highlighted several key developments. The Museum Associates have contributed $888,000, which represents an increase over last year's total of $230,000; art and technology contributions, a new effort chaired by Mrs. Richard Goodyear, has reached $25,000; the $317,000 in contributions by the Friends of the Fine Arts Museums, chaired by Mrs. Philip E. Bowles III, is double the revenue of last year and includes the addition of 158 new Friends to this organization.

Report of The Fine Arts Museums Foundation - Charles Crocker, President

Mr. Crocker presented the Foundation's Endowment Fund Report. He stated that at the close of business on June 12, 1996, the Endowment Fund portfolio was valued at $47,242,691. It was invested 57% in equities, 38% in fixed income and 5% in cash and cash equivalents. The portfolio is managed in balanced accounts by RCM Capital Management and Brinker Capital. RCM manages approximately $30 million, with $11 million in fixed income, $17 million in equities, and $2 million in cash equivalents. Brinker manages $17 million, with $7 million in fixed income, and $9.5 million in equities, and $500,000 in cash equivalents.. RCM's performance during the past year, particularly in the equity account, has been exceptional. Brinker Capital's account for the past twelve months has lagged with performance up about 15% for the year.

Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1996	September 12	Noon	233 Post Street, 6th Floor
	November 7	Noon	233 Post Street, 6th Floor
	December 5	Noon	233 Post Street, 6th Floor

A. Executive Committee Meetings (continued)

1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 11	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings

	Date	Time	Location
1996	October 10	3:00 p.m.	Gallery 23, de Young Museum
1997	January 16	3:00 p.m.	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

Future Events

Event	Date
Museum Associates Trip to Peru	September 11-22, 1996

Current and Future Exhibitions

Title	Date	Museum/Gallery
Classical Influences in Dress*	04/00/96-10/00/96	de Young 22/25
Pergamon: The Telephos Frieze from the Great Altar*	05/04/96-09/08/96	Legion/Rosekrans/ A+B
Faberge in America*	05/25/96-07/28/96	de Young 44
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/29/96	Legion C-F/10
Irving Norman*	07/03/96-10/06/96	de Young 27
Arts of the Americas: Cultural Crosscurrents*	09/04/96-12/08/96	de Young 36/37

Current and Future Exhibitions (continued)

Title	Date	Museum/Gallery
Don Bacardy	09/04/96-12/01/96	de Young 39/40
Beat Culture & the New America 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/12/96 - 01/12/97	Legion F
Best Foot Forward*	11/00/96 - 05/00/97	de Young 22/25
Shape of Belief: African Art from the Michael R. Heide Collection*	11/16/96 - 3/09/97	de Young 27
Arts of the Americas: Identity Crisis*	01/00/97- 06/00/97	de Young 36/37
The Peale Family: Creation of a Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
American Perspectives II	02/00/97-06/00/97	de Young 36/37
Morgan Flagg Collection*	05/00/97-9/00/97	de Young 27
Arts of the Americas: Pride of Place*	05/00/97-07/00/97	de Young 36/37
Life and Afterlife in Ancient Peru*	05/17/97-08/10/97	de Young 44

*Exhibitions organized by FAMSF

Adjournment

There being no further business, Chairman Wilsey adjourned the meeting at 4:30 p.m..

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

mbtc966

FINE ARTS MUSEUMS of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees

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M. H. de Young Memorial Museum, Gallery 23
Golden Gate Park
San Francisco, California
Thursday, October 10, 1996, 3:00 p.m.*

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AGENDA

Public Meeting Requirements Relating to Accessibility

The subsequent information is in compliance with the Americans with Disabilities Act (ADA); the following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting

To arrange for the above services, please contact Judy Gough at (415) 750-3669 at least two working days prior to the meeting.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that other may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to the No. 44 line (O'Shaughnessy).

Administrative Offices
233 Post Street, San Francisco, CA 94108-5007
tel. 415.750.3600 fax 415.750.7636

For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to the No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled–designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive).

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554–6075.

ORDER OF BUSINESS

I. Calling of the Meeting to Order - Mrs. Alfred S. Wilsey, Chairman

II. Calling of the Roll

Trustees

Shirley Breyer Black
Robert J. Bransten, Vice President/Collections
Mrs. Barbara Bohannon Carleton
Mrs. Ransom S. Cook
Charles Crocker
Belva Davis
Mrs. Ray Dolby
Mrs. John V. Erickson
Richard P. Essey
Morgan Flagg
Mrs. Lynn C. Fritz
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
Beverly James
Stephen L. Johnson
Leonard E. Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
J. Alec Merriam
Michael W. Michelson
Walter S. Newman
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Steven MacGregor Read
Waldemar Rojas
Gail P. Seneca
Katharine Doyle Spann
William E. Steen, Vice President/Facilities
Wm. Laney Thornton, Vice President/Annual Support
Burl A. Toler, Sr.
Sidney R. Unobskey

II. Calling of the Roll (continued)

Marshall I. Wais, Sr.
Harry H. Wetzel
Mrs. Alfred S. Wilsey, Chairman
Alfred S. Wilsey
Frank Montgomery Woods

Absences to be Excused:

Ruth Asawa
George McNear Bowles
Mrs. Philip E. Bowles III
David A. Coulter
Richard H. Finn
David M. Jamison, Vice President/Audience Development
Ann L. Johnson, M.D.
Alexander Mehran
Kenneth Rainin
George R. Roberts
John N. Rosekrans, Jr.
William A. Stimson, Vice President/Finance

Non-Voting Officers
Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

There will be an opportunity for public comment before action is taken on each agenda item.

III. Report of the Chairman - Mrs. Alfred S. Wilsey

A. Report on the November 5, 1996 Bond Issue Election - Proposition B / Save the de Young in Golden Gate Park for the Kids

B. Status of the Capital Campaign to Rebuild the de Young Museum in Golden Gate Park

C. Other Informational Items

IV. Report of the President - Richard W. Goss II

A. Approval of June 13, 1996 Minutes of the Board of Trustees Meeting (See Appendix A) Filed under Minutes

Approved ___

B. Approval of the June 26, 1996 Minutes of the Special Meeting of the Executive Committee (See Appendix B) Filed under Minutes

Approved ___

C. Approval of the August 14, 1996 Minutes of the Special Meeting of the Executive Committee (See Appendix C) Filed under Minutes

Approved ___

D. Approval of the September 12, 1996 Minutes of the Executive Committee (See Appendix D) Filed under Minutes

Approved ___

E. Election to COFAM Executive Committee

Mrs. Richard Goodyear (to fill the unexpired one year term of Frank Montgomery Woods)

Approved ___

F. Other Informational Items

V. Report of the Chief Executive Officer - Harry S. Parker III

A. Authority to Transfer Stock and Proposed Board Resolution ___

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and delivery any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now pr hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

A. Authority to Transfer Stock and Proposed Board Resolution ___ (continued)

Authorized Individuals:
Harry S. Parker III
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development
Robert M. Cullison, Controller

Approved ___

B. Report on FY 1996-97 Operating Budget

C. Other Informational Items

VI. Report of the Annual Support Committee - Wm. Laney Thornton, Chair and Vice President/Annual Support

VII. Report of The Fine Arts Museums Foundation - Charles Crocker, President

VIII. Meeting Schedule (See Appendix E)

IX. Future Events and Current and Future Exhibitions (See Appendix F)

X. Adjournment - Mrs. Alfred S. Wilsey, Chairman

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FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
October 10, 1996

Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1996	November 7	Noon	233 Post Street, 6th Floor
	December 5	Noon	233 Post Street, 6th Floor
1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 11	Noon	233 post Street, 6th Floor

B. Board of Trustees Meetings

	Date	Time	Location
1997	January 16	3:00 p.m.	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
October 10, 1996

Future Events

Event	Date
National Council	October 23-25, 1996
Nasher Opening	October 24, 1996
Peale Family Opening	January 23, 1997
Morgan Library Opening	February 12, 1997
Bouquets to Art	March 17-22, 1997
Bogie Down II Opening	April 10, 1997
Youth Arts Festival	May 7-11, 1997
Peru Opening	May 15, 1997

Current and Future Exhibitions

Title	Date	Museum/Gallery
Classical Influences in Dress*	04/27/96-10/17/96	de Young 22/25
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/29/96	Legion C-F/10
Irving Norman*	07/03/96-10/27/96	de Young 27
Arts of the Americas: Cultural Crosscurrents*	09/04/96-01/26/97	de Young 36/37
The Observant Eye: Drawings by Don Bacardy*	09/04/96-12/01/96	de Young 39/40
Beat Culture & the New America 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/12/96-0l/18/97	Legion F
If the Shoe Fits*	12/07/96-07/13/97	de Young 22/25
Shape of Belief: African Art from the Michael R. Heide Collection*	11/16/96-04/13/97	de Young 27
The Peale Family: Creation of an American Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
Anderson Collection	02/08/97-TBA	Legion A
Arts of the Americas: Pride of Place*	02/26/97-06/22/97	de Young 36/37
John Martin Paintings	05/00/97-07/00/97	Legion

Current and Future Exhibitions (continued)

Title	Date	Museum/Gallery
Life and Afterlife in Ancient Peru*	05/17/97-08/10/97	de Young 44
Andean Textiles*	05/00/97-10/00/97	de Young 28/30
Nathan Oliveira Monotypes*	05/31/97-09/07/97	Legion D-F
Arts of the Americas: Identity Crisis*	07/12/97-11/16/97	de Young 36/37
In the Mind's Eye: Paintings from Utrecht in the Golden Age*	09/06/97-11/30/97	deYoung 44
Crown Point Press*	10/04/97-01/04/98	Legion A-F & Rosekrans
Morgan Flagg Collection*	10/18/97-01/00/98	de Young 27

*Exhibitions organized by FAMSF

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Minutes

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees

October 10, 1996

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Call to Order

A meeting of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, October 10, 1996, in Gallery 23, M. H. de Young Memorial Museum, Golden Gate Park, San Francisco. A quorum being present, the meeting was called to order at 4:31 p.m. by Mrs. Alfred S. Wilsey, Chairman.

Roll Call

The following Trustees were present:

Ruth Asawa
Shirley Breyer Black
Robert J. Bransten, Vice President/Collections
Mrs. Ransom S. Cook
Belva Davis
Mrs. Ray Dolby
Mrs. John V. Erickson
Richard P. Essey
Morgan Flagg
Mrs. Lynn C. Fritz
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
Douglas W. Grigg
Reuben W. Hills III
David R. Hoyer
Beverly James
Leonard E. Kingsley
Mrs. Gorham B. Knowles
George M. Marcus
Mrs. Peter McBean
J. Alec Merriam
Michael W. Michelson
Mrs. Julian Peabody
Steven MacGregor Read
Katharine Doyle Spann
William E. Steen, Vice President/Facilities

Roll Call (continued)

Wm. Laney Thornton, Vice President/Annual Support
Burl A. Toler, Sr.
Sidney R. Unobskey
Marshall I. Wais, Sr.
Mrs. Alfred S. Wilsey, Chairman
Alfred S. Wilsey
Frank Montgomery Woods

On motion, duly seconded and carried unanimously, the following Trustees were excused:

George McNear Bowles
Mrs. Philip E. Bowles III
Barbara Bohannon Carleton
David A. Coulter
Charles Crocker
Richard H. Finn
David M. Jamison, Vice President/Audience Development
Ann L. Johnson, M.D.
Stephen L. Johnson
Alexander R. Mehran
Robert A. Mills
Walter S. Newman
Mrs. W. Robert Phillips
Kenneth Rainin
George R. Roberts
Waldemar Rojas
John N. Rosekrans, Jr.
Gail P. Seneca
William A. Stimson
Harry H. Wetzel

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

President Goss presided; Mrs. Gough acted as Secretary.

Report of the Chairman - Mrs. Alfred S. Wilsey

A. Report on the November 5, 1996 Bond Issue Election - Proposition B / Save the de Young in Golden Gate Park for the Kids

Mrs. Wilsey introduced Elizabeth Colton and John Whitehurst, the Museums' campaign consultants, who updated the Board of Trustees on the status of Proposition B. Campaign materials were distributed, including a vote by mail handbook received by every San Francisco voter; a copy of ballot arguments in support of Proposition B; campaign literature; the official San Francisco Democratic Party slate card; and information regarding volunteer activities and needs.

Campaign headquarters opened at 445 Balboa Street in August. The field campaign, which involves door-to-door canvassing, and phone banking are actively underway. Other campaign efforts are focusing on direct mail pieces, radio spots, editorial endorsements, and print coverage. Slate cards from approximately 30 organizations recommending a yes vote on Proposition B will be mailed in the next several weeks. It is hoped that two particular direct mail pieces to Museum members, a vote by mail handbook and information on voter registration, will generate several thousand affirmative votes. A recording of the radio spot to save the de Young Museum was played for the Board of Trustees.

Proposition B needs 200,000 votes in order to pass. With the election less than four weeks away, the ongoing participation of the Trustees as campaign volunteers was requested and encouraged.

B. Status of the Capital Campaign for A New deYoung Museum in Golden Gate Park

Mrs. Wilsey advised that pledges total approximately $27 million toward the $44.1 million private fund raising goal. The costs associated with the rebuilding of the new de Young Museum were reiterated as follows:

Bond Measure / Proposition B:	$73.3 million
Private Fund Raising Goal:	$44.1 million
Total Needed to Rebuild the de Young:	$117.4 million

The $11.5 million underground parking facility and tunnel from Fulton Street are part of the $44.1 million private fund-raising goal. Mrs. Wilsey stressed the importance of a forthcoming, additional appeal for campaign funds and requested the Board of Trustees to respond favorably.

Report of the President - Richard W. Goss II

A. Approval of the Minutes of the June 13, 1996 Board of Trustees Meeting

The minutes of the June 13, 1996 meeting of the Board of Trustees, having been mailed in advance to all Trustees, were approved unanimously.

B. Approval of the Minutes of the June 26, 1996 Special Meeting of the Executive Committee

The minutes of the June 26, 1996 special meeting of the Executive Committee, having been mailed in advance to all Trustees, were approved unanimously.

C. Approval of the Minutes of the August 14, 1996 Special Meeting of the Executive Committee

The minutes of the August 14, 1996 special meeting of the Executive Committee, having been mailed in advance to all Trustees, were approved unanimously.

D. Approval of the Minutes of the September 12, 1996 Meeting of the Executive Committee

The minutes of the September 12, 1996 meeting of the Executive Committee, having been mailed in advance to all Trustees, were approved unanimously.

E. Election to COFAM Executive Committee

President Goss reported the resignation of Frank Montgomery Woods as a member of the Executive Committee. Mrs. Richard Goodyear was recommended to fill the unexpired term of Mr. Woods.

On motion, duly seconded, and carried unanimously, Mrs. Richard Goodyear was elected to fill the unexpired term of Frank Montgomery Woods on the Executive Committee, which term will expire in April 1997. Mr. Woods was thanked for his efforts as a member of the Executive Committee.

Report of the Chief Executive Officer - Harry S. Parker III

A. Authority to Transfer Stock and Board Resolution Number 177

Mr. Parker presented the following resolution, which was adopted as **Board Resolution Number 177.**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and delivery any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:
Harry S. Parker III
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development
Robert M. Cullison, Controller

A. Report on FY 1996-97 COFAM Operating Budget

Mr. Parker presented the Operating Budget Report for the two months ending August 31, 1996. For this period, the cumulative operating budget bottom line was $832,764, approximately 87% more than budget due to the successful close of the *Faberge in America* exhibition in July. Because of the popularity of *Faberge*, revenues were $301,615 more than budgeted with gains in store sales and exhibit earned income from the special *Faberge* exhibition fees and audio tour rentals. Personnel costs were slightly under budget; other expenses were slightly over. Support was ahead of budget. The COFAM reserve stood at $2,233,309, above the minimum $2 million set by Board policy.

Although the summer months resulted in a positive bottom line, the absence of extraordinarily popular exhibitions for the remainder of the fiscal year requires tight fiscal management in order to deliver a balanced budget at year's end.

Report of the Annual Support Committee - Wm. Laney Thornton, Chair and Vice President for Annual Support

Trustee Thornton reported that annual contributions are ahead of budget by $74,410 with gains from the Associates, the Business Council and Foundation contributions. The following upcoming events were highlighted thereby concluding Trustee Thornton's remarks: a reception and viewing of *Masterworks of Modern Sculpture: The Nasher Collection* on October 24 from 6 to 8 p.m.; and a reception and viewing of *Splendors of Imperial China: Treasures from the National Palace Museum, Taipei* on November 11, from 5 to 7 p.m.

Report of The Fine Arts Museums Foundation - Leonard E. Kingsley for Charles Crocker, President

In Mr. Crocker's absence, Trustee Kingsley presented the Foundation's Endowment Fund Report. He stated that at the close of business on October 8, 1996, the Endowment Fund portfolio was valued at $48,622,055. It was invested 63.49% in equities, 35.13% in fixed income and 1.38% in cash and cash equivalents. The portfolio is managed in balanced accounts by RCM Capital Management and Brinker Capital.

Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1996	November 7	Noon	233 Post Street, 6th Floor
	December 5	Noon	233 Post Street, 6th Floor
1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 11	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings

	Date	Time	Location
1997	January 16	noon	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

Future Events

Event	Date
National Council	October 23-25, 1996
Nasher Opening	October 24, 1996
Peale Family Opening	January 23, 1997
Morgan Library Opening	February 12, 1997
Bouquets to Art	March 17-22, 1997
Youth Arts Festival	May 7-11, 1997
Peru Opening	May 15, 1997

Current and Future Exhibitions

Title	Date	Museum/Gallery
The Measure of All Things: Paintings by Irving Norman*	07/03/96-10/27/96	de Young 27
Arts of the Americas: Cultural Crosscurrents*	09/04/96-01/26/97	de Young 36/37
The Observant Eye: Drawings by Don Bacardy*	09/04/96-12/01/96	de Young 39/40
Beat Culture & the New America 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/12/96-01/18/97	Legion F
If the Shoe Fits*	12/07/96-07/13/97	de Young 22/25
Shape of Belief: African Art from the Michael R. Heide Collection*	11/16/96-04/13/97	de Young 27
The Peale Family: Creation of an American Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
Anderson Collection	02/08/97-TBA	Legion A
Arts of the Americas: Pride of Place*	02/26/97-06/22/97	de Young 36/37
John Martin Paintings	05/00/97-07/00/97	Legion
Life and Afterlife in Ancient Peru*	05/17/97-08/10/97	de Young 44
Andean Textiles*	05/00/97-10/00/97	de Young 28/30
Nathan Oliveira Monotypes*	05/31/97-09/07/97	Legion D-F
Arts of the Americas: Identity Crisis*	07/12/97-11/16/97	de Young 36/37

Current and Future Exhibitions

Title	Date	Museum/Gallery
In the Mind's Eye: Paintings from Utrecht in the Golden Age*	09/06/97-11/30/97	deYoung 44
Crown Point Press*	10/04/97-01/04/98	Legion A-F & Rosekrans
Morgan Flagg Collection*	10/18/97-01/00/98	de Young 27

*Exhibitions organized by FAMSF

Adjournment

There being no further business, Chairman Wilsey adjourned the meeting at 5:05 p.m..

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

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